State of Louisiana

WORKFORCE PLAN

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Recruiting Tomorrow's Leaders Today

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INTRODUCTION

Workforce Planning: What it is

Simply stated, workforce planning is getting the right person in the right job at the right time. *Governing* magazine defines workforce planning as: **"**The systematic assessment of the current and future capacity of the state government workforce."

Workforce planning is not a new concept. It is an essential part of any organization's management of its human resources. Workforce planning is the coordination of human resource programs in support of the organization's strategic goals and overall mission. Human resource programs such as recruitment, compensation management, performance evaluation, and training are all components of effective workforce planning.

Workforce planning addresses both current and anticipated staffing needs. The current workforce is assessed in terms of whether or not its size is adequate, whether it is deployed effectively and whether employees possess the competencies necessary for high performance. Future staffing needs are assessed by analyzing the number of employees approaching retirement, turnover rates, environmental impacts on service needs and delivery, as well as anticipated legislative and technological changes.

The assessments of current and future staffing needs are used to develop action plans to address closing or avoiding skill gaps. Such action plans may include recruitment strategies, use of compensation tools, succession planning, and the development of training or retraining solutions.

This report summarizes the State of Louisiana's current workforce planning issues and initiatives. The focus is on classified employees in the executive branch of state government. Initiatives taken at the statewide level by the Department of State Civil Service are highlighted, along with specific programs implemented by state agencies to meet their individual needs. The "Toolkit" section of this report presents an array of options that all state agencies may use to address their individual and unique workforce planning challenges.   The accompanying "Workforce Planning Survey Report" report presents the results of a statewide review of workforce planning activities among all state agencies, including an overview of challenges, current initiatives and future plans.

The Louisiana Department of State Civil Service began emphasizing the importance of workforce planning in the late 1990's. Early efforts included annual reports to agencies of anticipated retirements and turnover, and enhanced training for supervisors and managers. Since then, the workforce planning program has continued to grow and develop. The results described in this report show that state agencies are taking the steps needed to ensure that adequate numbers of skilled employees are in place to provide quality services to Louisiana's citizens. Future efforts of the Department of State Civil Service will continue to focus on providing agencies with the tools needed to recruit, train, retain and manage a highly productive workforce.

SUMMARY

Workforce Planning: What Louisiana is doing about it.

Statewide Initiatives

Strategic Planning
Since 1997, with the passage of Act 1465, Louisiana state agencies have utilized a strategic planning and performance-based budgeting strategy to establish goals, objectives and action plans to accomplish their missions. An essential component of this planning process is an analysis and projection of staffing needs. These staffing-need analyses are updated annually as part of each agency's operational plan. The agency strategic plans are formally updated every three years. Agencies are currently working on updating their strategic plans with projections for the period of July 2008 through June 2013.

Workforce Profiles
Since 1999, the Department of State Civil Service (DSCS) has partnered with the Louisiana State Employees Retirement System (LASERS) to provide state agencies with a Workforce Profile Report summarizing the retirement eligibility of their workforce. Issued each spring, the Workforce Profile Report is used by agencies to analyze their staffing needs when preparing their annual operational plan (see above) as well as to develop recruitment, retention and training strategies. The most recent Workforce Profile Report was issued in March 2007. (See General Circular 1690.)

Training
In conjunction with the Comprehensive Public Training Program, the Department of State Civil Service offers training in workforce planning issues to state agency supervisors, managers and Human Resource professionals at both the operational and strategic level. Offerings include:
- "Strategic Planning Basics" – offered to any agency personnel involved with the development of the agency's strategic and/or operational plan. This class presents the principles of strategic planning and their application in Louisiana's process.
- "Basics of Workforce Planning Seminar & Workshop" – offered to agency Human Resource professionals and managers. Participants are instructed in basic elements of workforce planning, including analyzing the current workforce, predicting future needs, identifying the gap between present and future, and implementing programs that bridge the cap and allow the organization to accomplish its mission.
- "Job Profiling" Training – offered to Human Resource professionals, this is a three-part training. The first component is a classroom Introduction to Job Profiling which presents the basic concepts of Job Profiling and provides participants with job aids and applicable resources. The second component is a Workshop in which participants apply their classroom skills by profiling a job from their own agency. The final component is an On-site Practicum in which DSCS experts provide hands-on assistance, guidance and advice to agency personnel in applying job profiling to meet their agency's unique needs.

- "Building Better Performance Through Employee Skill Development" - Part of the mandatory curriculum for all state managers, this class gives managers practical tools to use in analyzing and addressing skill gaps in current employees and developing training plans for new hires.

In addition to the above, all state supervisors and managers are required to complete training in effective employee selection and performance management as part of the mandatory supervisory training program. This curriculum is designed to equip supervisors and managers with the tools they need to recruit and retain high performing employees.

Statewide Workforce Planning Coordinator
To address the increasing need for workforce planning the Department of State Civil Service established a Statewide Workforce Planning Coordinator position in February 2005. This cabinet level position has statewide programmatic responsibility for monitoring workforce planning activities among all state agencies. The WFP Coordinator surveys agency workforce planning needs and activities. The results are used to develop tools and systems to support agency workforce development initiatives. The WFP Coordinator also provides consultation to individual agencies on development of workforce plans including succession planning, selection plans, knowledge management, etc.

Workforce Planning Newsletter and Website
The Department of State Civil Service issues a monthly newsletter, "Workforce Horizons," containing articles of interest on the topic of Workforce Planning. The Civil Service website maintains an archive of the newsletters as well as other workforce planning tools and references.

Retiree Rehire Database
The Department of State Civil Service has established a database to assist agencies to identify state retirees who are interested and qualified to return to the workforce for part-time and project work. This system helps capture and preserve institutional knowledge of the aging workforce by returning these employees to temporary and/or part time positions where they can work with newer employees.

Agency Initiatives

Each state agency has a unique mission. While all agencies face similar workforce planning challenges, their solutions must be individualized to meet the specific needs of their organization. Presented here are selected programs developed and implemented by individual agencies to meet their specific workforce planning priorities. These are presented as useful and easily replicated plans and activities for effective workforce planning. Please note that each of these agencies are of different size (from small to large), and that each agency had a unique set of needs to meet. The plans for each agency were created and tailored to meet each agency's specific needs in a way compatible with the agency's own individual culture.

Any agency wishing to obtain additional information on any of these initiatives may contact Max Reichert, Workforce Planning Coordinator, at max.reichert@la.gov or 225-342-8541.

Mentoring
The Department of Civil Service has implemented a mentoring program which pairs a junior with a member of management who is not in the employee's supervisory chain. The mentor assists the employee in the development of job specific and/or leadership skills. The program has been in use for several years and has enhanced current performance and promotional pools.

Succession Planning
The Department of Social Services, Office of Community Services (OCS), implemented an Internship-Rotational Program. Anticipating the imminent retirement of a Regional Director of Field Staff Services, OCS announced the job internally. A process including review of applications and a structured interview panel was used to screen 22 applicants and choose four to be rotated on four-month details into the position. The position was double-encumbered so the serving Director could act as mentor to the individuals rotating through the position; the individuals were given total authority to make decisions on projects and areas assigned. A second phase rotated two additional individuals through the position. In addition to creating a strong candidate pool, this program enhanced communication and understanding among all participants which improved general operations.

Leadership Development
The Department of Social Services, Office of Community Services (OCS), established a two component Leadership Development program. The first component consisted of a one-year program of management meetings, lectures, project assignments, reading assignments and State Office workshops given to the individuals who participated in the Internship-Rotational Program as well as nine other applicants who were not selected for rotation. In the second component, 103 persons selected from among first-line child welfare supervisors, District Managers, Regional Administrators and State Office Administrators, were sent to a series of workshops facilitated by the J. W. Fanning Institute for Leadership, University of Georgia. The leadership workshops included practical exercises to build competencies in areas of communication, team building, leading change, leading people and being results driven.

Workforce Planning Team
The Department of Transportation and Development (DOTD) formed a Workforce Planning Team as part of its change management and process improvement efforts. The team consisted of DOTD managers and administrators from headquarters and Districts covering all Engineering Sections, Construction and Highway Maintenance, Real Estate, and Weights & Standards Enforcement, as well as human resources and executive management. As a final product, the group formulated five detailed recommendations regarding workforce and succession planning for DOTD. In December 2006, five task teams were formed, each of which is working on implementation plans for one of the recommendations.

Knowledge Management and Succession Planning

The Department of Treasury, in February 2007, submitted to the Department of Civil Service a workforce plan developed using information obtained in the Civil Service workshop "Basics of Workforce Planning". The Treasury plan concentrated on their vital Fiscal Control section. They identified key staff eligible to retire and determined the availability of internal prospects for promotion. They have developed and maintained a procedural manual containing detailed steps for each position to ensure that other staff members who have only basic knowledge of section duties can substitute for others using the manual. They have also implemented cross-training within Fiscal Control and have requested FY 07/08 funding to double-encumber the Chief Financial Officer and the Unit Supervisor position.

Knowledge Management

The Department of Revenue has implemented a Total Knowledge Management (TKM) electronic database to assist in the preservation of knowledge and "corporate memory". Currently the TKM system is being used to provide some computer based training in certain areas including policy and procedures. They have also started on other workforce planning activities. They have developed Retirement Eligibility Charts and analyzed the data in order to statistically identify areas of greatest weakness by occupational group, job series, division, etc. They are also publicizing their workforce planning initiative to their employees (via intranet and newsletter) in order to educate them about the program and their role in its success.

Employee Skill Development

The Department of Revenue has established a partnership with the Baton Rouge Community College to teach accounting classes on-site at Revenue. Revenue arranged student loans with La Capitol Federal Credit Union with deferred payment until Revenue reimburses the employee.

Job Profiling

The Department of Environmental Quality (DEQ) has identified key positions likely to be vacated. DEQ is focusing on using job profiling and work personality tools to align strengths of the individual to business processes and to develop job-fit strategies, behavioral and situational interviews and knowledge transfer strategies. The foundation of the Workforce Development initiative at DEQ is the job profile which helps identify:

- Past experience and background
- Institutional knowledge
- Competencies
- Talents and strengths
- Areas of interest
- Factors that influence retention
- Desirable reward and recognition methods

Job profiles are also used to identify issues of concern to employees and to develop strategies to move employees towards optimum job match. Some of the initiatives that have resulted are:

- Alumni recruiting interviews
- Incorporation of scoring rubrics for each PPR expectation
- Training programs for new employees specific to divisions/areas
- Accelerated knowledge transfer to prepare for succession issues
- Performance benchmarks for behavioral and situational interviews for new hires
- Special projects tailored to employee strengths that benefit the division and increase degree of job match

<u>Employee Referral Awards</u>

Agencies with high turnover rates in job titles that are considered "shortage jobs" or "difficult to recruit" have implemented Incentive Award Programs for employee referrals. An employee at the agency who has a satisfactory work performance and refers a new employee who likewise has satisfactory work performance and remains with the agency a designated period of time, will receive a lump sum payment specified by the agency. Specific policy requirements vary from agency to agency. Below are a few examples of current policies used by agencies under Civil Service Rule 6.16 (d):

Medical Center of Louisiana at New Orleans (MCLNO) effective October 4, 2006
- Targets Critical Shortage Jobs and Difficult to Recruit Jobs
- Critical Shortage jobs: Lump sum payment of $150 when a referred employee has worked at least 3 months, $350 when referred employee has worked 6 months
- Difficult to Recruit jobs: Lump sum payment of $100 when a referred employee has worked for 3 months, $300 when referred employee has worked 6 months

Department of Health and Hospitals (DHH) effective June 15, 2005
- Targets jobs in shortage categories as established by the Department of Civil Service
- Pays lump sum payment of $50 when a referred employee has worked 6 weeks or more
- Pays lump sum payment of $300 when a referred employee has worked 6 months or more

Department of Environmental Quality (DEQ) effective February 7, 2007
- Targets agency specific and difficult to recruit jobs
- Pays lump sum payment of $250 when referred employee has worked 6 months
- Pays lump sum payment of $250 when referred employee attains permanent status.

Future Statewide Plans

The Department of State Civil Service will continue to work with other agencies to support and expand the state's workforce planning efforts. Specific enhancements will include:

- Customized Leadership Development Training provided by the Comprehensive Public Training Program and LSU to any agency upon request,
- On-line Supervisory Potential Assessment for use in preparing employee development plans and strengthening of candidate pools,
- Increased targeted recruiting efforts for key jobs,
- Establishment of Rehire Retiree database to facilitate knowledge transfer,
- Creation of a new On-Line Employment Center to streamline recruitment and hiring.

Louisiana Workforce Facts and Figures

The following graphics illustrate the status of the current Louisiana state workforce and the changes that have occurred during the past ten years.

Number of State Employees

As of June 30, 2006, there were 84,914 full-time equivalent (FTE) employees in the Louisiana state workforce. Of these, 57,639 were classified employees in the State Civil Service System. From 2003 to 2005 there was a steady but small decrease in the number of classified FTE employees. The dramatic decrease in the number of classified employees for 2006 can be attributed to Hurricanes Katrina and Rita. The counts in the chart below are as of June 30th of each year and are from the Monthly Report on Entire State Service. These counts are of the entire State Civil Service System, including Ports and Levee Districts.

Number of Full-Time Equivalent Employees

	2002	2003	2004	2005	2006
Classified	65,168	65,627	64,564	64,231	57,639
Unclassified	25,751	27,346	27,766	28,498	27,275
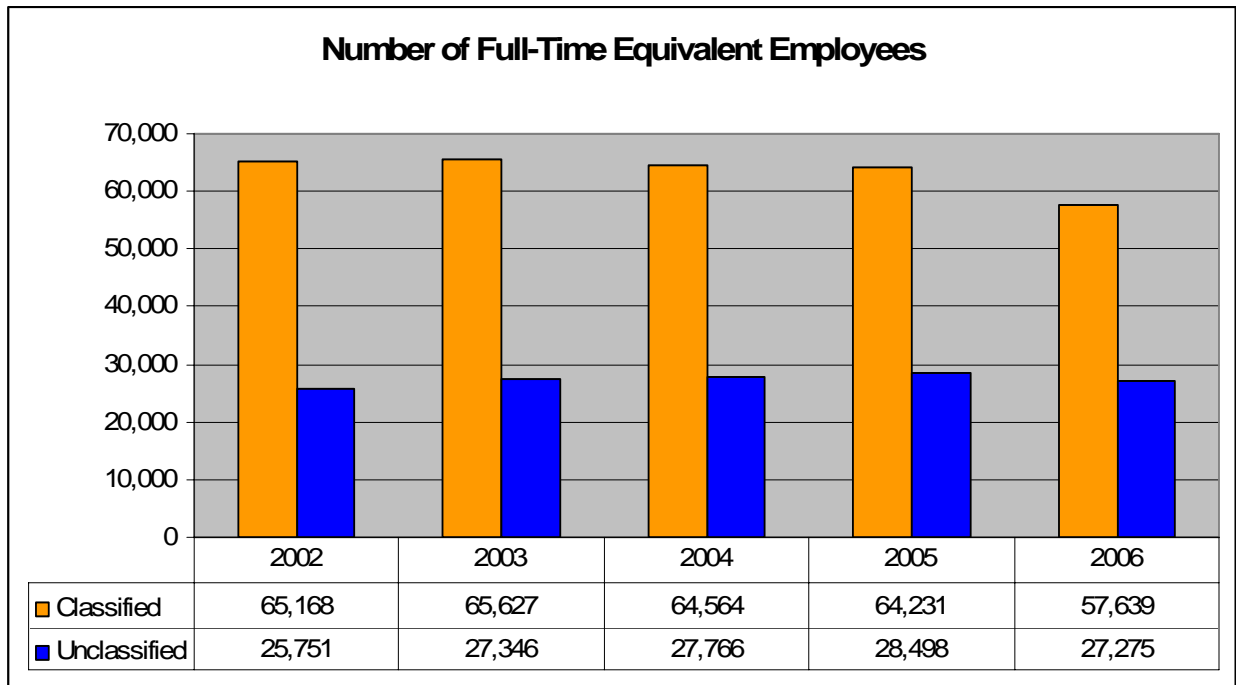
Current Employees by Salary Range

The average salary for full time, regular employees has steadily increased over the past five years for both classified and unclassified employees. The increase in the average salary for classified employees can be at least partly attributed to pro-active changes throughout the classified system such as multiple pay schedules and additional pay flexibility tools available to state agencies. The average salaries are as of June 30th of each year and are from the 2005-2006 Louisiana Department of State Civil Service Annual Report.

Average Salaries - Full Time, Regular Employees

	2002	2003	2004	2005	2006
Classified	$29,751	$30,926	$32,294	$33,400	$34,787
Unclassified	$50,070	$50,964	$51,983	$53,814	$54,577
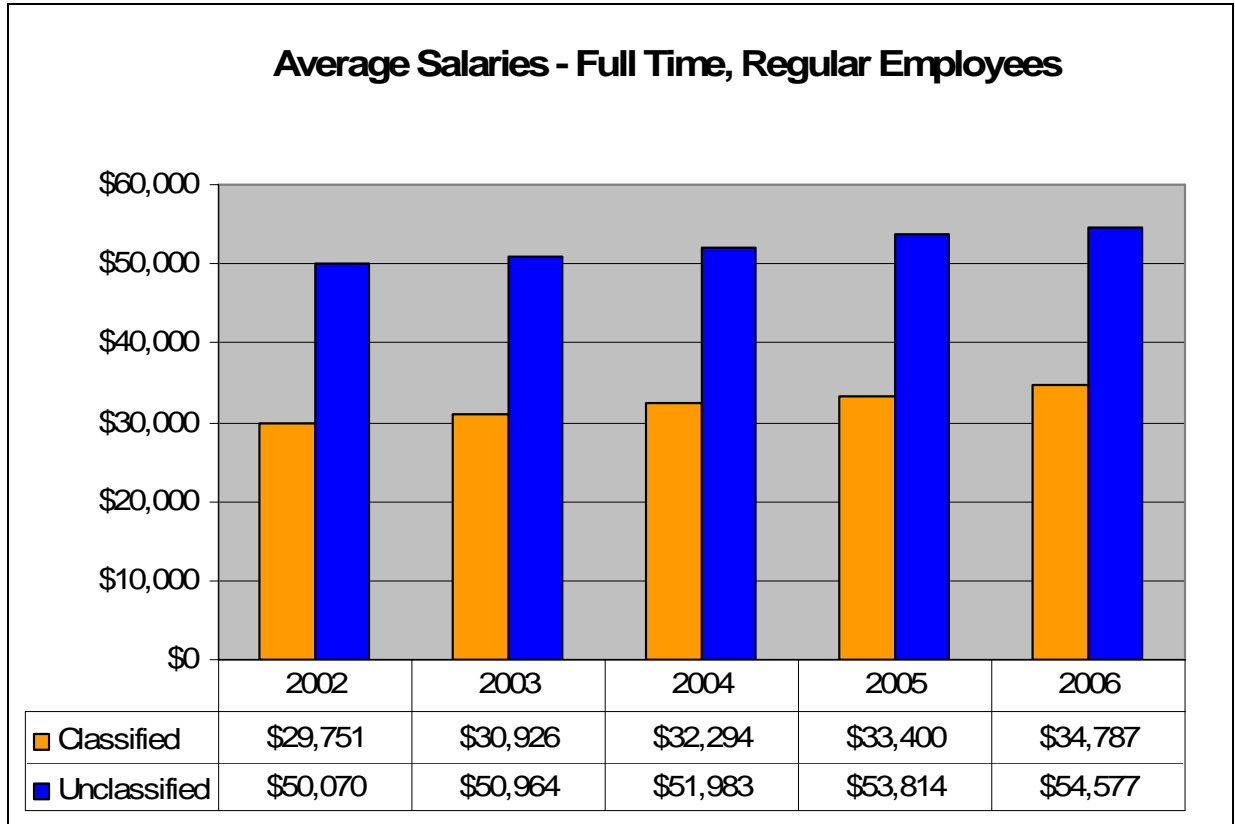
Occupational Trends

The table below compares the numbers of employees by major occupation category on June 30, 1996 with comparable numbers as of June 30, 2005 and June 30, 2006. Data for 2005 was added to examine possible hurricane-related changes to the makeup of the state workforce. The table shows that there is a greater percentage of the state classified workforce working in professional level jobs and a slight decline in the percentage working in jobs classified as Maintenance and Service Workers. The largest change from 1996 to 2006 is the over 4% decrease in Maintenance and Service Workers. The table also shows that these changes have been gradual increases and not sudden increases or decreases due to Hurricanes Katrina and Rita. The data in the table is from the Civil Service Comprehensive File.

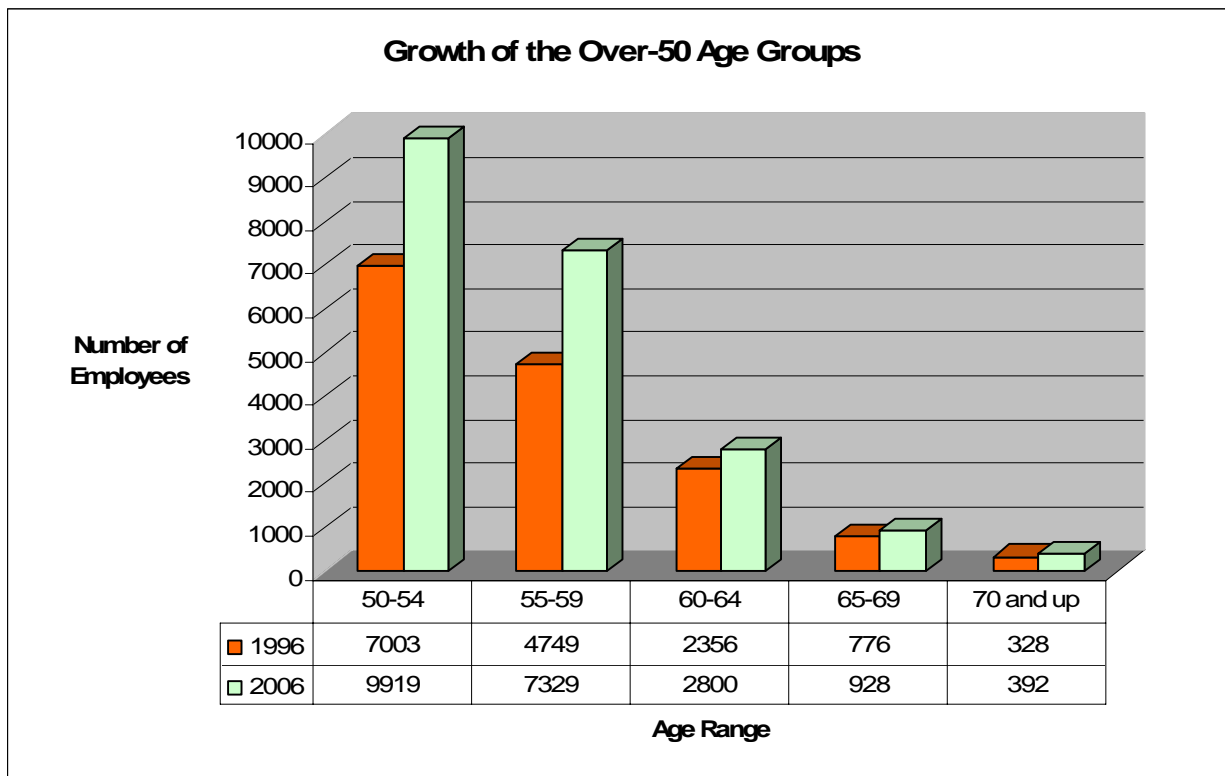| EEO Percentages of State Employment *Source: 2006 Agency Workforce Profiles Report Summary*				
EEO Category	**1996**	**2005**	**2006**	**1996-2006 Change**
Officials and Administrators	2.5%	5.8%	6.1%	+3.58%
Professionals	31.1%	32.7%	33.2%	+2.11%
Protective Service Workers	9.4%	10.5%	10.6%	+1.19%
Technicians	7.4%	7.0%	7.1%	-0.25%
Paraprofessionals	14.0%	12.4%	12.4%	-1.56%
Office Support Staff	18.4%	16.4%	15.7%	-2.71%
Skilled Crafts Workers	7.2%	8.6%	8.9%	+1.74%
Maintenance and Service Workers	10.1%	6.7%	6.0%	-4.09%

Most Encumbered Job Titles

Louisiana currently has 2,448 job titles in the classified service. A total of 19,465 employees were assigned to the 20 most encumbered jobs as of June 30, 2006. These 20 jobs represent 33.2% of all classified employees on that date and they include a wide variety of occupations with varying skill requirements. Many of the jobs on the table below are a part of career progression groups. Initial placement and movement within a career progression group is based on a combination of experience, duty assignments, competencies and performance. In 2005 the number of clerical and administrative support job titles was dramatically decreased and compressed into the Administrative Coordinator and Administrative Assistant job series. 7,344 of the 19,465 employees in the 20 most encumbered job titles belong to either the Administrative Coordinator or Administrative Assistant job series.

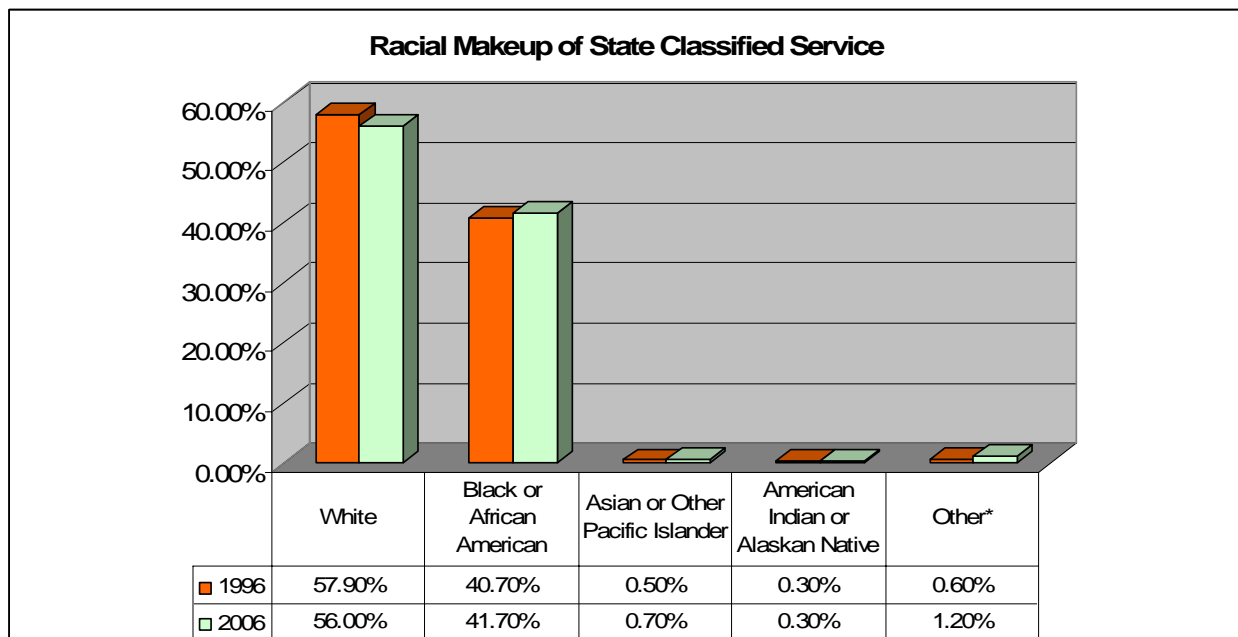| 20 Most Encumbered Job Titles Source: June 30, 2006 Civil Service Comprehensive File	
Job Title	**Number of Employees June 30, 2006**
Administrative Coordinator 3	2311
Corrections Sergeant	2137
Administrative Coordinator 2	1494
Social Services Analyst 2	1215
Corrections Sergeant – Master	1191
Residential Services Specialist 2	1135
Registered Nurse 2	1135
Custodian 2	1016
Administrative Coordinator 4	823
Administrative Assistant 3	799
Custodian 1	716
Administrative Assistant 4	701
Nursing Assistant 2	700
Administrative Coordinator 1	666
Practical Nurse--Licensed, 2	660
Registered Nurse 3	641
Accounting Specialist 2	557
Administrative Assistant 2	550
Maintenance Repairer 2	523
Medicaid Analyst 2	495

EMPLOYEE DEMOGRAPHICS

Age

Louisiana's aging workforce is very apparent in the chart below. There are significant increases in every age group over 50. The 2,916 employee increase in the 50-54 year old age group is even more significant when combined with 2006's smaller workforce. In 2006 the 50-54 year-old age group represents 17.2% of classified state service, a full 6.5% greater than 1996's 50-54 year-old age group. The increase for the 55-59 year-old age group from 1996 to 2006 is also substantial, moving from 7.3% of the classified workforce to an astounding 12.7%. This data is from the Civil Service Comprehensive File as of June 30, 1996 and June 30, 2006, respectively.

Growth of the Over-50 Age Groups

Number of Employees

| Age Range	50-54	55-59	60-64	65-69	70 and up
1996	7003	4749	2356	776	328
2006	9919	7329	2800	928	392

Race

The Racial makeup of Louisiana's classified workforce over the past ten years has changed very little. The biggest change is the nearly 2% decrease of employees reporting white, moving from 57.9% in 1996 to 56% in 2006. Although the percentages of the race categories have not changed much in the past ten years, the way that race is reported has. In 1996 there were five categories for coding an employee's race: American Indian, Black or African American, White, Asian or other Pacific Islander, and Hispanic. In 2003 changes to how race was coded were implemented and the Hispanic portion taken out entirely. Hispanic data is now recorded as ethnicity and reported as either Hispanic or non-Hispanic.   The categories for race changed to offer seven available options: American Indian or Alaskan Native, Black or African American, Asian, Native Hawaiian or Other Pacific Islander, White, Multi-Racial, and the option to simply decline to state race. For the chart below the 1996 categories were used, with the exception of Hispanic, which is included in the "Other" category on the chart for 1996. Multi-racial and "declined to state" for 2006 are grouped together in the "Other" category on the chart for 2006. The data in the chart is from the Civil Service Comprehensive File as of June 30, 1996 and June 30, 2006.

Racial Makeup of State Classified Service

	White	Black or African American	Asian or Other Pacific Islander	American Indian or Alaskan Native	Other*
■ 1996	57.90%	40.70%	0.50%	0.30%	0.60%
□ 2006	56.00%	41.70%	0.70%	0.30%	1.20%

For 1996 the Other category encompasses Hispanic and any un-coded employees
For 2006 the Other category encompasses "Multi-Racial" and "Declined to State"
In 2003, Hispanic began being recorded as an ethnicity completely separate from race.

Gender

The gender makeup of Louisiana's classified workforce has changed very little since 1996. Nearly two-thirds of Louisiana's workforce is female. This female percentage of the workforce increased from 62% to 64% over the ten year span. The male percentage of the workforce shrank 2%, moving from 38% in 1996 to 36% in 2006. Both 1996 and 2006's data is as of June 30th of each year. This data was pulled from the Civil Service Comprehensive File as of June 30, 1996 and June 30, 2006.

Gender Makeup of State Classified Service

	1996	2006
☐ Female	62%	64%
☐ Male	38%	36%
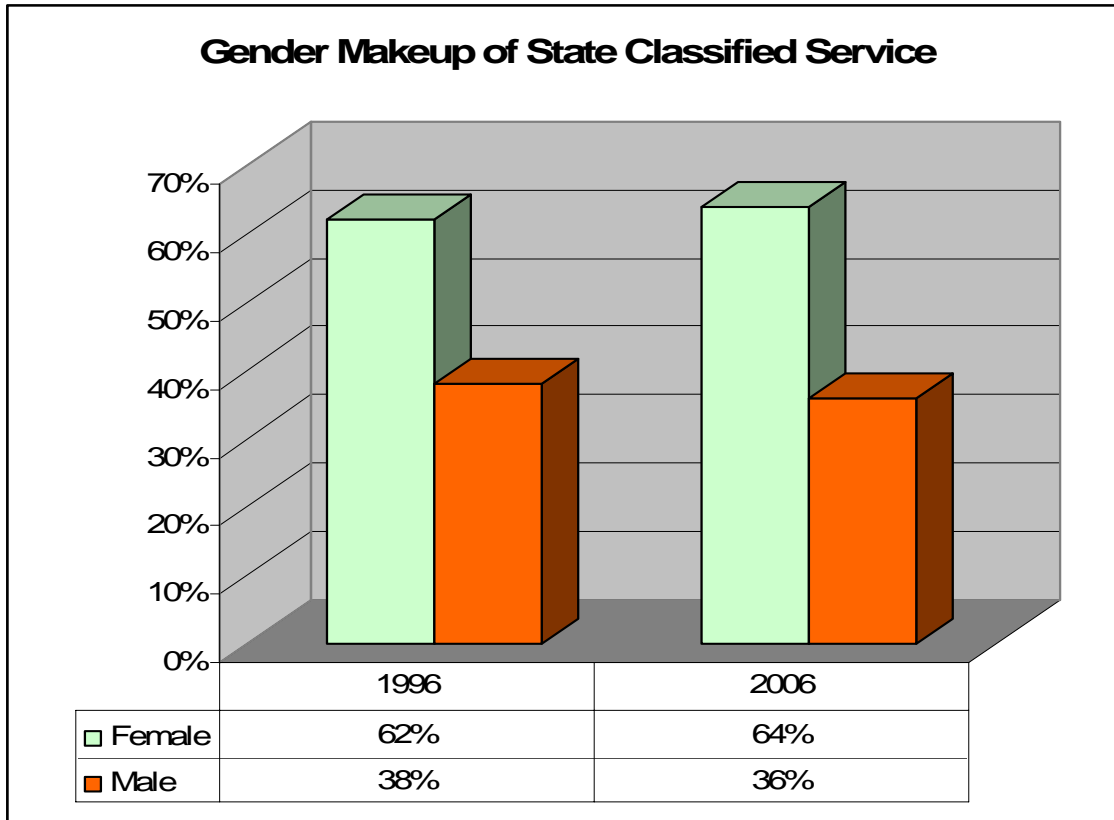
EMPLOYEES APPROACHING RETIREMENT

Years of Service

The table below shows the breakdown of how many employees fall within different years of service categories as of June 1996 and June 2006, respectively. The greatest change is the number of employees with 25-29.9 years of service. This group grew an astonishing 5.9% over the past 10 years. The percentage of employees with 25 or more years of service grew from 6.6% of the classified workforce in 1996 to 16.1% of the classified workforce in 2006.

Percentage of Employees by Length of Service Source: 2006 Agency Workforce Profiles Report Summary			
Years of Service	June 1996	June 2006	1996-2006 Change
0-4.9	27.3%	29.1%	+1.8%
5-9.9	16.7%	18.7%	+2.0%
10-14.9	14.7%	14.3%	-0.4%
15-19.9	17.2%	11.5%	-5.7%
20-24.9	10.8%	10.4%	-0.4%
25-29.9	4.8%	10.7%	+5.9%
30-34.9	1.7%	4.4%	+2.7%
35 & Over	0.1%	1.0%	+0.9%

Current and Projected Retirement Eligibility by EEO Category

The table below shows average employee age, the number of employees who recently retired, the number of employees currently eligible to retire, and the number (and percentage) eligible to retire within five years. All retirement information in the table is for employees in LASERS* only and as of December 31, 2006. The Protective Service Workers EEO category has the lowest average employee age (41 years old) and the Officials and Administrators category has the highest employee age (50 years old). The overall average employee age as of the end of 2006 is 44 years old. A total of 1,846 employees retired in 2006. Currently there are over 4,000 employees currently eligible to retire and nearly 10,000 eligible within five years. The EEO category with the highest percentage eligible to retire within the next five years is the Officials and Administrators group (27.15%). With the exception of the Protective Service Workers category, all of the EEO groups have at least 15% of their current workforce eligible to retire within the next five years.

Current and Projected Retirement Eligibility by EEO Category					
Source: 2006 Agency Workforce Profiles Report Summary					
Occupational Category	Avg. Age of Employees	Number of Employees who Retired in Past Year	Employees Currently Eligible to Retire	Number Eligible to Retire within 5 years	Percentage Eligible to Retire within 5 Years
Officials and Administrators	50	232	608	962	27.15%
Professionals	44	593	1,365	3,368	17.54%
Technicians	43	125	267	681	16.36%
Protective Service Workers	41	150	289	718	11.87%
Paraprofessionals	43	169	370	1,045	15.10%
Office Support Staff	45	294	572	1,622	18.37%
Skilled Crafts Workers	47	183	350	945	19.13%
Maintenance and Service Workers	46	100	193	533	15.18%
Total	**44**	**1846**	**4,014**	**9,874**	**17.28%**

"LASERS" is the Louisiana State Employees Retirement System

TURNOVER

The 2005-2006 Separation Counts by Reason are divided into three categories: Voluntary Separations, Involuntary Separations, and Other Separations. Altogether these three categories combine for 14,108 employees leaving state service during the 2005-2006 reporting year. The number of layoffs was dramatically higher in 2005-2006 due to the large number of employees that were laid off due to Hurricanes Katrina and Rita.

2005-2006 Separation Counts by Reason *Source: 2005-2006 Turnover Report*	
Separation Reason	**Number of Separations**
Voluntary Separations	
Resign - Personal	3,472
Resign - Reason not Stated	1,411
Resign - Pay Reasons	840
Resign - Work Related	562
Resign - Shift/Locale/Housing	393
Resign to Avoid Dismissal	106
Total	**6,784**
Involuntary Separations	
Separation from Probation	1,453
Dismissal	285
Non-Disciplinary Removal	395
Total	**2,133**
Other Separations	
Layoff	2,841
Retirement	2,203*
Death	119
Other	28
Total	**5,191**

This includes all retirements, including LASERS participants as well as employees retiring in other retirement systems.

TOOLKIT FOR WORKFORCE PLANNING & DEVELOPMENT

The Department of State Civil Service has in place a number of assessments, flexibilities and tools to help agencies in Workforce Planning and Workforce Development Activities. This document describes the tools agencies can tailor to their specific needs. These can be used individually or in combination with others.

In the preceding section "Summary: Workforce Planning: What Louisiana is Doing About It" we describe various steps that we have taken to ensure we can provide the support that agencies need in their workforce planning and development activities, and we also describe agency initiatives in this area.

Managers and supervisors are encouraged to obtain the assistance of their agency Human Resource Office to learn how to most effectively use and apply the measures described in this toolkit.

Agency Human Resource staff are encouraged to contact their Civil Service Program Assistance Coordinator for assistance in building a program comprised of those components that will be most effective for the agency's needs. Program Assistance contact information can be obtained by calling (225) 342-8274.

Information in this document has been divided into the following four major sections.

- Section 1 - Recruitment & Retention

- Section 2 – Development for Employees, Supervisors and Managers

- Section 3 - Employee Relations & Benefits

- Section 4 - Records & Reports

Section 1: RECRUITMENT & RETENTION

Topics in this section include:
- 1.1 Pay for Recruitment and Retention
- 1.2 Assessment and Selection

1.1 Pay for Recruitment and Retention

Chapter 6 of the Civil Service Rules provides a variety of flexible pay options that agencies can use to recruit the best new employees and retain the most knowledgeable and experienced current employees.   These include:

SPECIAL ENTRANCE/RETENTION RATES – Rule 6.5(b)

Special entrance rates of pay are critical in helping agencies manage geographical differences in competition for employees.   These differ from other pay options in that they are market driven rather than driven by the employee's qualification requirements or special job requirements that require additional pay as a premium pay.   For many jobs, there are special entrance/retention rates that have been pre-approved and are available for use by any agency at any time. In cases where there is no pre-approved special entrance/retention rate, or in cases where the pre-approved rate is not sufficient, an agency may request the establishment of a special entrance/retention rate. The agency Human Resources Offices is urged to obtain the assistance of their Civil Service Assistance Coordinator if a special entrance rate is needed.

PAY ABOVE MINUMUM FOR EXTRAORDINATORY QUALIFICATIONS – Rule 6.5(g)

This rule allows an agency to pay an employee a higher than minimum rate of pay upon hire or within one year of hire, up to the third quartile of the range for the job.   This pay is driven by the qualifications or credentials above the minimum required that are brought to the job by the employee, and payment must be made in accordance with written agency policy.

PREMIUM PAY – Rule 6.16(a)

Upon agency request and with sufficient justification, the Civil Service Commission may authorize special pay that is not part of an employee's base pay, in situations where employment conditions are unusual or in circumstances where an employee is performing extraordinary duty that is not an integral part of the employee's regularly assigned duties. A Human Resource office wishing to use this rule is urged to contact their Compensation team member.

INDIVIDUAL PAY ADJUSTMENT –Rule 6.16(c)

Upon agency request and with sufficient justification, the Civil Service Commission may authorize base pay adjustments for individual employees.   See Civil Service Rule 6.16(c) and contact your Compensation team member for additional information on criteria.

OPTIONAL PAY for RETENTION – Rule 6.16.2
After receiving approval from the Civil Service Commission for its written policy, an agency may, at its own discretion, grant individual pay adjustments as a lump sum or as a permanent base pay increase to permanent employees to:

- provide for the retention of an employee whose loss would be detrimental to the State (for instance, to match a private job offer), or
- adjust pay differentials between comparable employees, or
- compensate employees for performing additional duties, or
- recruit new employees into positions for which recruiting is difficult.

There are some restrictions on the use of optional pay under this rule; agency Human Resource offices are urged to get the advice and assistance of their Compensation team member to develop appropriate and meaningful policies.

REWARDS & RECOGNITION – Rule 6.16.1

After receiving approval from the Civil Service Commission for its written policy, an agency may, at its own discretion, implement a program of monetary and/or non-monetary rewards and recognition for individual employees. Monetary awards shall be made as a lump-sum reward and shall not be part of an employee's annual base pay.

Human Resource offices are urged to get the advice and assistance of their Compensation team member to develop appropriate and meaningful policies for the use of Rewards and Recognition.

DUAL CAREER LADDER PROGRAM – Rule 5.9
After receiving approval from the Civil Service Commission for its written policy, an agency may implement a "dual career ladder" program for selected job series. The "dual career ladder" program provides an alternate path for upward mobility to employees in scientific, medical, information technology or engineering professions by allowing upward progression for employees in these highly technical occupations without requiring that they be placed into supervisory or managerial positions.

1.2 Assessment and Selection

The Department of Civil Service embraces a two-fold recruitment effort – one focused on state agency program assistance, and the second toward applicant services. The applicant services program includes external as well as internal recruiting efforts that provide processes and policies that enable state agencies to fill vacant positions with highly qualified applicants in a timely manner and in accordance with legal and professional standards.

RECRUITMENT VIDEO

In the fall of 2004, the Department of Civil Service launched a "Recruiting Tomorrow's Leaders – Today" video campaign that focused on state government recruiting efforts. The video features a variety of state employees talking about the rewarding challenges of their jobs and their positive impact on our citizens. This video was originally aired on the cable television systems statewide. Copies of the video are available to agencies for use in recruitment programs.

ON-LINE JOB SEARCH AND VACANCY POSTING SYSTEM

The *Job Search* system allows agencies to announce their vacancies immediately through posting on our on-line system. Applicants are afforded the opportunity to enroll in a subscription notification system which informs the applicant daily of updated job vacancy information that meets the applicant's search criteria. The system includes comprehensive applicant information on job pay, minimum qualification requirements, test requirements and "how to apply". This system can be accessed at **www.yourfuture@louisiana.gov.**

QUALITY EXPRESS STAFFING (QUEST) MODEL

The hiring process has been effectively decentralized directly to agency human resource and management staff. The QUEST model includes jobs in four areas that encompass a large percentage of the state's hiring:

- Professional Entry
- Clerical Office and Administrative Support
- Law Enforcement and Protective Services
- Law Enforcement and Protective Services Supervisor

DELEGATED DIRECT HIRE

Agencies may enter into written agreement with this Department that allows them to post specified job titles directly to the on-line Job Search for recruiting for jobs not covered under the QUEST model.

ELIGIBLE RANKINGS

The Department of State Civil Service maintains a list of qualified applicants on an unranked list for several selected job categories; agencies are allowed to rank the individuals based on the duties of a specific vacancy, allowing agencies to select candidates with the required skills and competencies for specific positions.

NON-COMPETITIVE and SHORTAGE JOB CLASSES

Under Civil Service **Rule 7.20,** an agency may appoint any qualified individual to certain jobs that have been declared to be non-competitive due to the nature of the work, or "shortage" due to a lack of a sufficient number of qualified applicants to provide a competitive list.

PREFERRED QUALIFICATION REQUIREMENTS

This has been implemented for jobs in the Clerical and Administrative Support category. This tool allows agencies flexibility to hire candidates that have experience or education directly related to the duties of a specific position in this job category.

HIRING FLEXIBILITY

There are numerous processes that allow agencies greater hiring flexibility, including:
- Certifiable Scores (any applicant who attains the predetermined score on a test is eligible for hire)
- Direct appointment of candidates with a 3.5 GPA without a Civil Service test score
- Direct appointment of applicants with a CPA to professional accounting or auditing jobs without a Civil Service test score

RECRUITING AND CAREER COUNSELING

The Department of Civil Service operates an Information and Testing Center in Baton Rouge that offers convenient walk-in testing and counseling services. In addition, we offer walk-in Saturday testing at five satellite testing locations across the state. Applicant services are enhanced through a One Stop Job Information and Test finder offered on our web-site, **www.dscs.state.la.us**. In addition, consultants from our Information and Testing Center participate in annual recruiting activities that include two State Agency Career Days each year, plus University and College Career Days, Veteran Job Fairs and other targeted recruiting efforts.

RETIREE REHIRE DATABASE

The Department of State Civil Service has established a database to assist agencies to identify state retirees who are interested and qualified to return to the workforce for part-time and project work. This system helps capture and preserve institutional knowledge of the aging workforce by returning these employees to temporary and/or part time positions where they can work with newer employees. See General Circular 1688 for details.

WEB-BASED SUPERVISORY POTENTIAL ASSESSMENT (in development)

This web-based tool will be available in 2008 to assess supervisory potential of employees. The assessment will identify training needs for employee development and provide realistic job previews for employees interested in preparing for supervisory duties.

Section 2: DEVELOPMENT for EMPLOYEES, SUPERVISORS AND MANAGERS

This section contains the following topics:
- 2.1 Employee Development
- 2.2 Supervisory and Managerial Development
- 2.3 Human Resource Professionals Development

The "Employee Development" section includes those items that are available to any employee, whether the employee is a line employee, a supervisor or manager.

The "Supervisory and Managerial Development" section includes those activities that are focused on preparation for and development of state supervisors and managers.

The "Human Resource Development" section includes those activities that are taking place to help agency Human Resource professionals provide the best possible service to their agencies.

2.1 Employee Development

PROBATION PERIOD

The development process for a new employee begins upon hire and can last for up to 2 years. This is a "working test period". Any new employee who does not meet the requirements of the job is not granted "permanent" status and is removed from state service.

DOUBLE INCUMBENCY

Civil Service rules allow two employees to occupy one position at the same time for limited periods. This can be used when an experienced employee is expected to retire in the near future (usually within a year or less). The agency may select the employee's replacement and place the new employee into the position along with the experienced employee, allowing the two to work at the same level, side by side, for a training period.

DETAIL TO SPECIAL DUTY

This is similar to a Double Incumbency; however, a "detail" is temporary in nature while a double incumbency is most often a permanent assignment. Agencies may use short-term details to a position whose incumbent is anticipating leaving in the near future, to prepare a pool of potential applicants for the duties of the position. This "revolving" method of detail can also be used to assess, over time, the abilities of several employees who are interested in the position that will be vacated, and the assessment can be used during the final selection process.

LEADERSHIP DEVELOPMENT

Through the State's Comprehensive Public Training Program (CPTP), agencies may begin to prepare newer employees for leadership roles through a "Leadership Development' series of classes and presentations. Agency Human Resource Offices or Training Coordinators may obtain additional information by contacting the CPTP Administrator at (225) 342-3620.

PERFORMANCE EVALUATION AND REVIEW

The State's Performance Evaluation and Review (PPR) system was developed specifically to encourage communication between employees and supervisors. The system requires annual performance planning with employees; expectations are established for each employee based on his/her job duties. The system then requires an annual evaluation of the employee's performance as compared to the expectations and standards communicated to the employee during the planning period; the performance information is used to determine the employee's eligibility for permanent status and/or a merit increase. There is some flexibility for agencies to develop and use their own system rather than the Civil Service approved form and system. This Department requires annual reporting on the level of compliance with the PPR requirements, and at the current time, more than 96% of employees receive a performance evaluation each year.

2.2 Supervisory and Managerial Development

In addition to all of the above items, the following items are available for development of state supervisors and managers:

COMPREHENSIVE PUBLIC TRAINING PROGRAM (CPTP)

The State provides supervisory and managerial training through the **Comprehensive Public Training Program (CPTP).** This program provides a variety of courses to develop and enhance supervisory and managerial skills.

MANDATORY SUPERVISORY TRAINING

The Civil Service rules mandate certain basic courses for supervisors and managers, who have been placed into one of four groups of supervisors/managers. The training requirements for each group have been tailored to the organizational level of the position. The requirements are minimal, and a supervisor or manager who continues training beyond the basic requirements may obtain a managerial certificate through the CPTP training program. The Civil Service Mandatory Training Policy can be found on the Civil Service website.

2.3 Human Resources Professionals Development

PROGRAM ACCOUNTABILITY

The Department of Civil Service has established the Accountability Division charged with assessing the effectiveness of agency HR program effectiveness. The objectives of Program Accountability are:
- To provide an objective assessment of an agency's HR practices
- To assess the agency's level of compliance
- To require corrective action when appropriate
- To praise, cite and share good HR programs and practices
- To help agencies develop the best, most effective HR programs possible and to help HR professionals become the best that they can be

Goals of Program Accountability include:

- To provide a general overview of HR programs and activities of each agency evaluated
- To focus on those aspects of HR most intensely tied to managerial accountability for performance, such as recruitment & selection, use of PPR, standards for granting permanent status, promotional practices, and training practices, including new employee orientation.
- To assess agency compliance with and effective use of Civil Service pay flexibilities

The work of the Program Accountability Division results in the issuance of an agency report card addressing agency progress in implementing recommendations from previous reports as well as a current report of steps an agency should take to improve their Human Resources program.

PROGRAM ASSISTANCE

This Division is dedicated to providing support for and communication with agency HR offices to help them implement the Accountability recommendations or to pull together any resources needed by an agency to resolve whatever challenges an agency is facing. The consultants in this Division have an expert level of knowledge on a variety of issues, including overtime, layoff, performance evaluation, attendance and leave and other topics, and serve as team leaders when necessary to assemble a group of experts that includes subject matter experts in recruiting and staffing matters and job classification and compensation matters. These consultants are available daily by phone to agencies, and are available to meet individually with agencies, or as the leader of a group of experts who can assist an agency with specific needs.

HR CURRICULUM

The Human Resources Curriculum consists of a group of core courses for everyone and electives based an individual's job assignment. Also, special seminars and workshops are developed from time-to-time as needed (for instance, when the Fair Labor Standards Act changed). Courses that are available now include:

- Legal and Ethical Issues for Human Resource Professionals
- Job Profiling
- Controlling Absenteeism and Tardiness
- Documenting for Performance and Discipline
- Performance Planning and Review
- Classification Delegation Training
- Conducting Job / Pay Studies
- Dual Career Ladders
- Managing Your Pay Program
- Introduction to Interpreting Minimum Qualification Requirements
- Optional Pay Adjustments
- Pay Rules for Managers
- Special Entry / Pay Rates
- Rewards and Recognition
- Seminars on "hot topics" as needed

STATE PERSONNEL COUNCIL

This Department is assigned a permanent position on the board of the Louisiana State Personnel Council organization, which produces at least one 3-day professional development conference each year and often hosts or co-hosts one-day conferences during the year.

MONTHLY 'WORKFORCE HORIZONS' NEWSLETTER

This Department issues a monthly "Workforce Horizons" newsletter that is sent electronically to all HR directors in the state. This newsletter contains tips and articles of interest for Workforce Planning efforts. The archive of these newsletters can be found on the Civil Service website.

Section 3: EMPLOYEE RELATIONS & BENEFITS

This Section includes the following topics:
3.1 Promotion of the Public Service
3.2 Flexible work arrangements
3.3 Holidays & Leave
3.4 Health Insurance
3.5 Retirement
3.6 Deferred Compensation Plan

3.1 Promotion of the Public Service

Multiple Divisions within the Department have worked to combat the perception that classified government service is an employer of last resort and replace it with an awareness that public employment with the State of Louisiana is an attractive option. We have stepped up the use of training, brochures, newspaper and television opportunities to promote the good that is done by state agencies and state employees.

In addition, in connection with our "Recruiting Tomorrow's Leaders – Today" initiative, we have produced and distributed a video that calls attention to the unique and challenging jobs that make a difference for Louisiana. This video can be viewed at www.yourfuture.louisiana.gov.

3.2 Flexible Working Arrangements

The flexibility of our system allows agencies to implement flexible working arrangements through the use of alternate work schedules, telecommuting, and other flexibilities that allow each agency to manage its workforce in the manner that best suits its needs and that will be key in future efforts to recruit and retain both young employees entering the workforce for the first time, and retirees wishing to return to work on a part-time or temporary basis.

3.3 Holidays and Leave

State employees receive a number of statutory holidays throughout the year; other holidays are proclaimed by the Governor.

Annual (vacation) Leave – State employees receive annual leave (personal or vacation leave) each year, in an amount that increases with years of service.   New full-time employees can expect to earn approximately 8 hours of annual leave per month; an employee with fifteen or more years of service will earn approximately 16 hours of annual leave per month. Annual leave accrues and unused leave carries over from year to year; employees are paid for their annual leave balance, up to a maximum of 300 hours, upon separation from the state. An employee who retires from state service with an annual leave balances in excess of 300 hours can use the excess to "add" to the employee's total service used for calculating the retirement benefit, or the employee can opt to receive a lump-sum payment for the leave at an actuarially reduced rate.

Sick leave – State employees earn sick leave in the same increments as they earn annual leave. Sick leave can be used by an employee for his/her own personal illness or medical consultation. Like annual leave, sick leave accrues and carries over from year-to-year.   Also like annual leave, any unused sick leave balance can be used upon retirement to "add" to the employee's total service used for calculating the retirement benefit, or the employee can opt to receive a lump-sum payment for the leave at an actuarially reduced rate.

Educational Leave – The Civil Service rules allow for periods of time off with or without pay for educational purposes; employees on leave without pay can receive a stipend if funds are available for such purpose.

Military Leave – Classified employees are allowed time off for military purposes. Up to 15 working days of military leave is with pay; the remainder is without pay unless an employee asks to use his/her annual leave. Employees who are on military leave without pay, and whose military pay is less than the employee's pay in his/her state job, are guaranteed to receive a "pay differential" which makes up the difference between the employee's military pay and his state salary, to ensure that neither the employee nor his/her family endure excessive hardship due to a pay loss for military service.

Other types of leave – There are other types of leave available to State employees as provided in **Chapter 11** of the Civil Service rules.

3.4 Health Insurance

The State offers a group insurance plan that offers a variety of insurance options, with the state paying 75% of an employee's insurance premium. Further information about the states group insurance is available at www.groupbenefits.org.

3.5 Retirement

The State offers its own Retirement Plans.   Information about the State's retirement options is available at www.lasers.state.la.us.

3.6 Deferred Compensation

As a supplemental retirement savings plan for employees, the State offers a Deferred Compensation Plan for tax deferred savings.

Section 4: Records & Reports

There are numerous records and reports available to assist agencies in workforce planning and development. Listed here are some of reports most commonly utilized in workforce planning.

4.1 Training Records & Reports

Training Records and Reports for employees are available through the Comprehensive Public Training Program.   The CPTP Administrator can be contacted at (225) 342-3620

4.2 Turnover Reports

The Department of State Civil Service compiles turnover data on an annual basis that can be utilized by agencies to evaluate turnover among classified state employees. Copies of this information can be obtained from the Civil Service *HR Info* website or by contacting the DSCS Management Information Services Division at (225) 342-8083.

4.3 Workforce Profiles

An Annual Workforce Profile report is issued to each state Department by the Department of State Civil Service. This report is organized by EEO-4 categories. For each category of jobs, the report indicates the average age of employees, years of service, the number of employees that retired in the previous year, the number of employees currently eligible to retire, the number of employees currently in the Deferred Retirement Option Plan ("DROP") and the number of employees eligible to retire within five years. A statewide summary of this information is posted on the Civil Service website. See General Circular 1690.

4.4 ISIS HR Reports for Workforce Analysis

Agencies who use the ISIS HR system can generate system reports on employment activities to analyze trends and develop estimated loss liability for employees

PERSONNEL ACTION REPORTS

The 'ZP13: Action Reason/Pay Reason Report' provides a list of separations and/or hires. When compared to position data, this information can be used to evaluate turnover and hiring practices for a specific period. Agencies should refer to the report descriptor in the ISIS HR On-line Help for instructions on how to run this report.

ADJUSTED SERVICE DATE REPORTS

The 'ZP25: Date Specifications Report' generates estimated eligibility for retirement. Using the Adjusted Service Date, agencies can approximate the number of employees who may be eligible to retire over a specific period of time. (However, these dates should *only* be used for estimation purposes. The Adjusted Service Date is not based on retirement system participation and may be incorrect for any employee who separated and withdrew from the retirement system, then returned to state service.)

State of Louisiana

WORKFORCE PLANNING SURVEY REPORT

Issued by

The Department of State Civil Service

April 2007

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Recruiting Tomorrow's Leaders Today

WORKFORCE PLANNING SURVEY REPORT

<u>INTRODUCTION</u>

This report presents the results of a survey conducted by the Department of State Civil Service in the fall of 2006. This survey polled state agencies regarding their workforce planning efforts – their current initiatives, greatest challenges, needs and future plans. The results of that survey are summarized as follows.

PART ONE: SUMMARY OF RESULTS FOR EXECUTIVE BRANCH AGENCIES

PART TWO: COMPARISON OF GENERAL AGENCIES TO MEDICAL AGENCIES
            AND COLLEGES & UNIVERSITIES

APPENDIX A: SURVEY QUESTIONS

APPENDIX B: LIST OF AGENCIES SURVEYED

APPENDIX C: GENERAL AGENCY SUMMARY

APPENDIX D: MEDICAL AGENCY SUMMARY

APPENDIX E: HIGHER EDUCATION AGENCY SUMMARY

Part One

## SUMMARY OF RESULTS FOR EXECUTIVE BRANCH AGENCIES

This group includes all major agencies except colleges and universities and the Acute Care Hospitals and Health Sciences Centers under LSUHSC-HCSD. This group does include the Department of Health and Hospitals which is comprised of the Offices of Mental Health, Public Health and Citizens with Developmental Disabilities. The responses for the Executive Branch agencies are summarized below.

In this report, discussion of the survey results is organized topically and does not exactly follow the order in which questions appeared on the survey. Questions that appeared in different parts of the survey but seemed topically related are discussed in the same part of this report but in all cases the survey question number is referenced.

IMPORTANT WORKFORCE PLANNING ISSUES
(Survey question # 2)

The top workforce planning issues for Executive Branch agencies were:
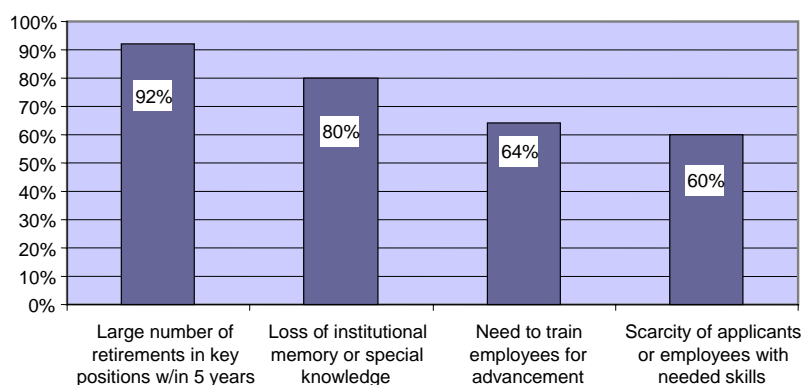
Tools to address these top workforce planning issues can be found in the following sections of the **Workforce Planning Toolkit**:
   1.1 Pay for Recruitment and Retention
   1.2 Assessment and Selection
   2.1 Employee Development
   2.2 Supervisory and Managerial Development

COMPONENTS OF WORKFORCE PLANNING CURRENTLY BEING DONE
(Survey question # 3)

80% of Executive Branch agencies have identified key positions likely to be vacated within the next five years.

All agencies have implemented some type of employee training and development. The Department of Civil Service has established Mandatory Training Requirements for all levels of supervisors, managers and administrators, and reports indicate that 99% of the State's approximately 10,000 supervisors, managers and administrators are participating in the mandatory training program.

In addition, many agencies have developed their own unique training plans that are tailored to the agency's needs and which are more stringent that the Civil Service mandatory training requirements.

The Department of Civil Service issues annual Workforce Profiles to agencies each year. The Workforce Profile for each agency provides data on the following items for each EEO-4 job category:

- Number of employees
- Percentage that are permanent classified employees
- Percentage that are probationary employees
- Average age of employees
- Number of employees who retired the previous year
- Number of employees who are eligible to retire immediately
- Number of employees who are participating in Deferred Retirement
- Number of employees who are eligible to retire within 5 years
- Number of employees by years of service (5-year increments are used)

IMPACT OF RETIREMENTS within the next 5 years:
(Survey question # 4)

Results were rather evenly split among the top three choices here, with a breakdown assessing the potential impact of retirements within the next five years as follows:
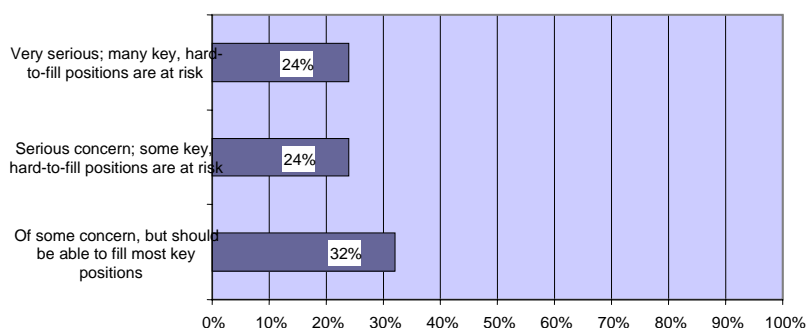
Tools to address the impact of approaching retirements can be found in the following sections of the **Workforce Planning Toolkit:**

    1.1 Pay for Recruitment and Retention
    1.2 Assessment and Selection
    2.1 Employee Development
   2.2 Supervisory and Managerial Development

IMPACT OF NON-RETIREMENT TURNOVER
(Survey question # 5)

This was viewed as a lesser problem than retirements. But again responses were spread all over the range. The most frequent response was that non-retirement turnover would have little or no effect on key positions in the agency (32%). However 60% felt it would be of at least some concern.
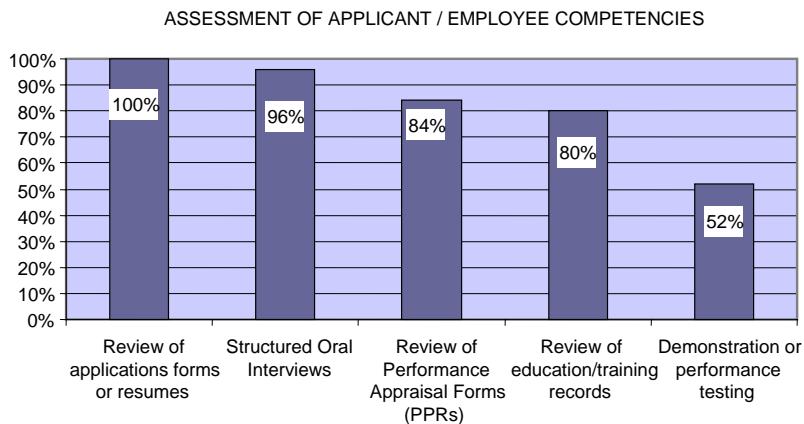
RECRUITMENT
(Survey questions # 7, 8, and 14)
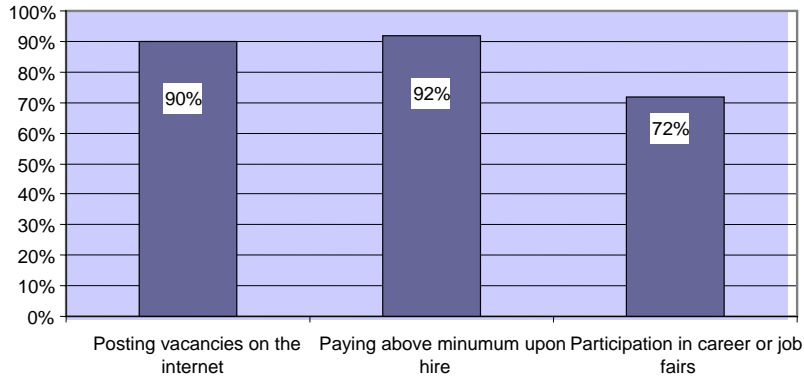
Tools to assist recruiting efforts can be found in the following sections of the **Workforce Planning Toolkit:**

       1.1 Pay for Recruitment and Retention
       1.2 Assessment and Selection
       3.0 Employee Relations and Benefits

Assessments of Employee or Applicant Competencies (survey question # 8)

In addition to required Civil Service tests and assessments, Executive Branch agencies use the following tools to assess competencies of employees and applicants:

ASSESSMENT OF APPLICANT / EMPLOYEE COMPETENCIES

Tools to assist agencies in the assessment of employee or applicant competencies can be found in the following sections of the **Workforce Planning Toolkit:**

       1.1 Pay for Recruitment and Retention
       1.2 Assessment and Selection

Jobs Most Difficult to Fill (survey question # 14)

There was a lot of variety in answers to this question. The most frequently chosen jobs were:
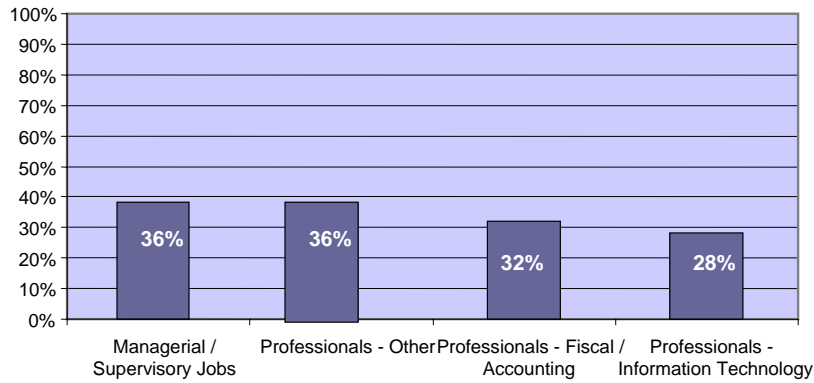
Tools to assist in filling jobs that are difficult to fill can be found in the following sections of the **Workforce Planning Toolkit:**

1.1 Pay for Recruitment and Retention
1.2 Assessment and Selection
2.1 Employee Development
2.2 Supervisory and Managerial Development
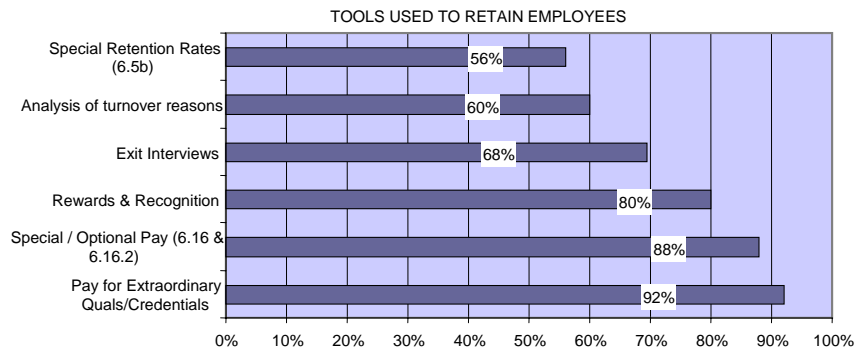3.0 Employee Relations and Benefits

RETENTION AND WORK ENVIRONMENT
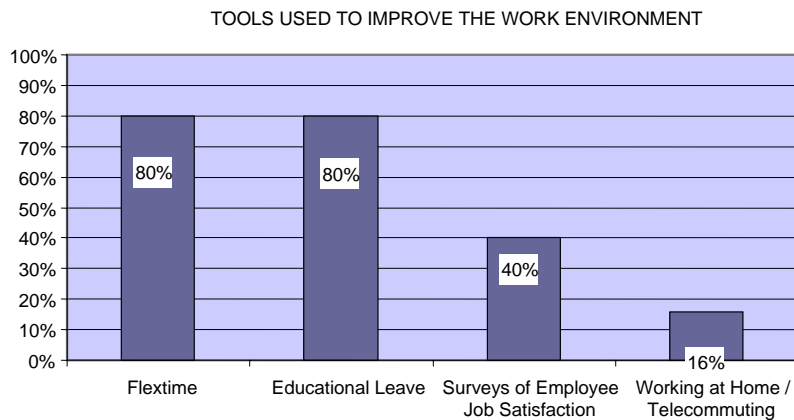(Survey questions #10 and 11)

The survey assessed two types of retention issues. What tools are agencies using to retain employees and what tools are they using to improve the work environment (work/life balance)?

<u>Tools used to retain employees (survey question # 10)</u>

Executive Branch agencies are making widespread use of most of these tools.

TOOLS USED TO RETAIN EMPLOYEES

Tool	Percentage
Special Retention Rates (6.5b)	56%
Analysis of turnover reasons	60%
Exit Interviews	68%
Rewards & Recognition	80%
Special / Optional Pay (6.16 & 6.16.2)	88%
Pay for Extraordinary Quals/Credentials	92%

<u>Tools used to improve the work environment (survey question # 11)</u>

TOOLS USED TO IMPROVE THE WORK ENVIRONMENT

| Tool	Percentage
Flextime	80%
Educational Leave	80%
Surveys of Employee Job Satisfaction	40%
Working at Home / Telecommuting	16%

Tools to assist in retention and improving the work environment can be found in the following sections of the **Workforce Planning Toolkit:**

2.1 Employee Development
2.2 Supervisory and Managerial Development
3.0 Employee Relations and Benefits

GREATEST CHALLENGES IN RECRUITMENT AND RETENTION
(Survey question # 17)

The greatest challenges Executive Branch agencies face in recruiting and retaining employees are:
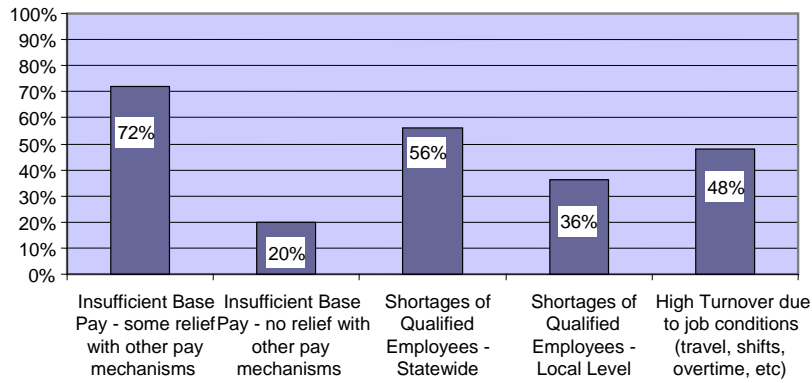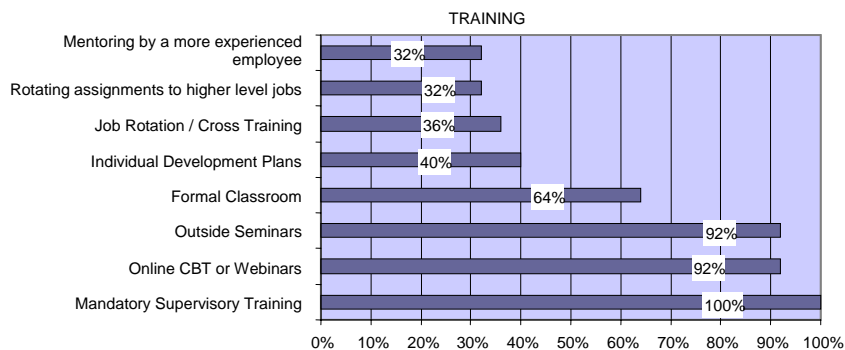

Tools to assist in recruitment and retention can be found in the following sections of the **Workforce Planning Toolkit:**

> 1.1 Pay for Recruitment and Selection
> 2.2 Assessment and Selection
> 2.1 Employee Dvelopment
> 2.2 Supervisory and Managerial Development
> 3.0 Employee Relations and Benefits

TRAINING
(Survey question # 6)

Virtually all Executive Branch agencies indicated they participate in supervisory training under CPTP. In addition, the following types of training are used:

TRAINING

Training Type	Percentage
Mentoring by a more experienced employee	32%
Rotating assignments to higher level jobs	32%
Job Rotation / Cross Training	36%
Individual Development Plans	40%
Formal Classroom	64%
Outside Seminars	92%
Online CBT or Webinars	92%
Mandatory Supervisory Training	100%

Tools to assist in training efforts can be found in the following sections of the **Workforce Planning Toolkit:**
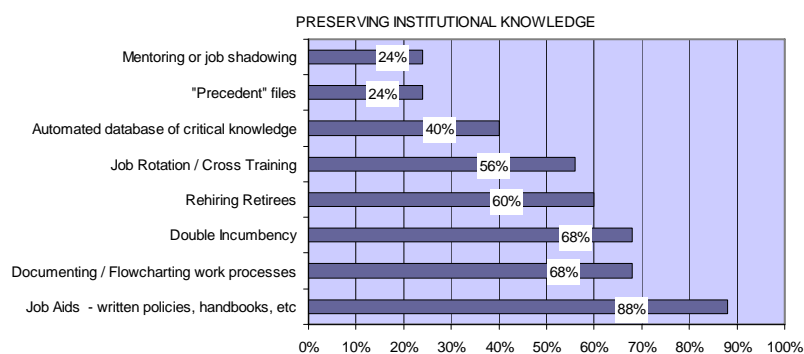
      2.1 Employee Development
      2.2 Supervisory and Managerial Development

PRESERVING INSTITUTIONAL KNOWLEDGE
(Survey Question #13)

Agencies are using the following tools to preserve institutional knowledge:

PRESERVING INSTITUTIONAL KNOWLEDGE

Tool	Percentage
Mentoring or job shadowing	24%
"Precedent" files	24%
Automated database of critical knowledge	40%
Job Rotation / Cross Training	56%
Rehiring Retirees	60%
Double Incumbency	68%
Documenting / Flowcharting work processes	68%
Job Aids - written policies, handbooks, etc	88%

Tools to assist in efforts to preserve institutional knowledge can be found in the following sections of the **Workforce Planning Toolkit:**

      2.1 Employee Development
      2.2 Supervisory and Managerial Development

VITAL WORKFORCE PLANNING DATA OR ASSISTANCE NEEDED
(Survey question # 16)

The survey asked the question "Is there any vital data that you need for workforce planning that you do not already have or that you need assistance obtaining?" The most frequently chosen response (52%) was the "Other" category. A review of individual surveys reveals that most of the write-in responses were "none" or "no additional data needed," etc. The data for which need was expressed are:

> ➢ Assessment of Employee Skill Level   44%
> ➢ Report on Retirement Eligibility of Employees   40%
> ➢ Supervisory Assessment of Employees   32%
> ➢ Assessment of Training Needed by Employees   32%

Tools to assist in filling jobs that are difficult to fill can be found in the following sections of the **Workforce Planning Toolkit:**

> 1.2 Assessment and Selection
> 2.1 Employee Development
> 2.2 Supervisory and Managerial Development

BIGGEST STAFFING PROBLEM
(Survey question # 18)

This was not a multiple-choice question but an open-ended question asking "What is the biggest problem your agency will face with respect to staffing within the next five years?" Each agency listed specific job classes that are hard-to-fill but these varied from agency to agency. However some common problems listed were

> ➢ Budget constraints or cutbacks

> ➢ Inability to compete with private sector with salaries, bonuses or other compensation (particularly critical for DHH medical jobs and for scientific and engineering jobs at DEQ and DOTD)

> Tools to assist in agencies with employee compensation issues can be found in the following sections of the **Workforce Planning Toolkit:**

> > 1.1 Pay for Recruitment and Retention
> > 3.0 Employee Relations and Benefits

> ➢ Retirement of senior management or persons with key technical knowledge not easily transferred or replaced

> Tools to assist in accomplishing knowledge transfer can be found in the following sections of the **Workforce Planning Toolkit:**

2.1 Employee Development
2.2 Supervisory and Managerial Development

WORKFORCE PLANNING TRAINING DESIRED
(Survey question # 19)

This was an open-ended question asking respondents to describe areas of workforce planning for which they would like to see more training provided. The most frequent request was for training in job profiling. The emphasis seemed to be on using job profiling for identifying competencies to create an applicant pool, employee development and leadership development. Other areas of desired training mentioned were:

➢ Skills assessment testing for employee development and determining training needs

➢ Developing criteria and methods for selecting employees to participate in leadership development

➢ Successful recruiting and retention techniques

➢ Mentoring

Tools to assist in assessment and training efforts can be found in the following sections of the **Workforce Planning Toolkit:**

    1.2 Assessment and Selection
    2.1 Employee Development
    2.2 Supervisory and Managerial Development

Part Two

COMPARISON OF GENERAL AGENCIES TO
MEDICAL AGENCIES AND COLLEGES AND UNIVERSITIES

In this part of the report agencies are analyzed in three categories:

1. General Agencies (Executive Branch minus Department of Health and Hospitals). Department of Health and Hospitals was pulled out and grouped with LSUHSC-HCSD into a medical agency category because their recruiting and retention problems are more similar to those medical agencies than to other Executive Branch agencies

2. Medical Agencies (LSU Health Sciences Centers / Health Care Services Division plus Department of Health and Hospitals-Offices of Public Health, Mental Health and Citizens with Developmental Disabilities)

3. Colleges and Universities

Each question or area is analyzed[3] and results compared across the agency categories in terms of similarities and differences. For mandatory multiple-choice questions the percentages of respondents are shown and compared for the areas discussed. For optional questions or questions where individual "write-in" responses were used, the surveys were reviewed and a narrative summary and analysis is presented.
Note: survey question # 1 simply required respondents to provide identifying information such as name, job title and agency.

The discussion of the survey results is organized topically and does not exactly follow the order in which questions appeared on the survey. Questions that appeared in different parts of the survey but seemed topically related are discussed in the same part of this report but in all cases the survey question number is referenced.

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[3]In order to prepare this summary, the answers to multiple-choice questions that were mandatory were analyzed and tabulated separately in each of the three categories to determine the three most frequently chosen responses for each question and/or all responses chosen by more than half of the respondents. The details of these analyses by category may be found in Appendix C-General Agency Summary, Appendix D-Medical Summary, and Appendix E-Colleges and Universities Summary.


SURVEY QUESTION #2: IMPORTANT WORKFORCE PLANNING ISSUES

General agencies, Medical, and Colleges and Universities were in complete agreement on the top four workforce planning issues although the order and percentages varied. The top issues and percentages of respondents citing each as an important issue were:

**Large number of retirements expected in key positions within the next five years:**
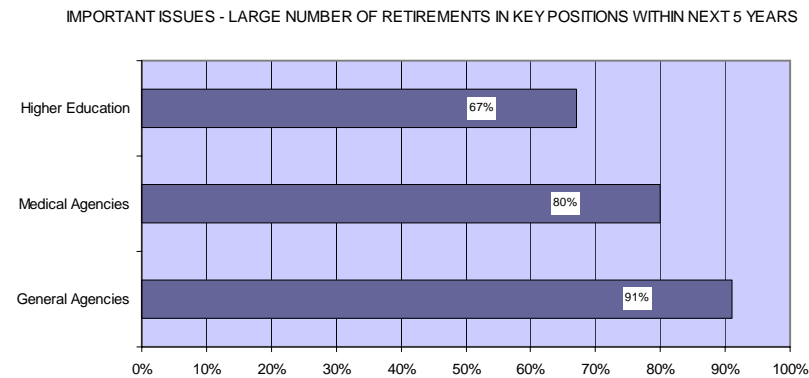
IMPORTANT ISSUES - LARGE NUMBER OF RETIREMENTS IN KEY POSITIONS WITHIN NEXT 5 YEARS

Loss of institutional memory and/or vital specialized knowledge due to expected retirements:

IMPORTANT ISSUES - LOSS OF INSTITUTIONAL MEMORY AND/OR VITAL SPECIALIZED KNOWLEDGE DUE TO RETIREMENTS
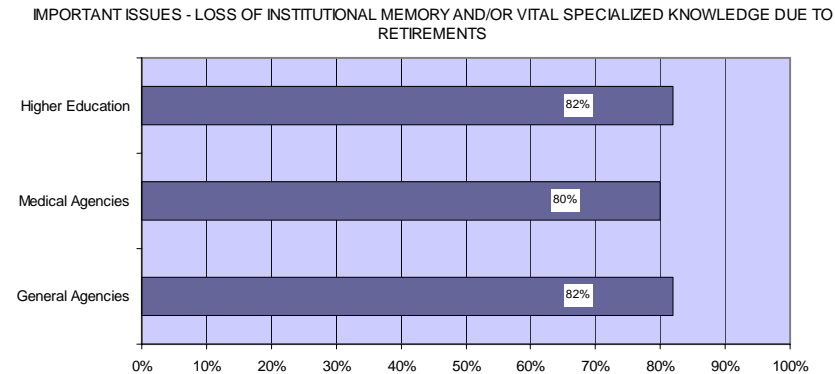
Need for training of current employees to prepare them for career advancement within the agency:

IMPORTANT ISSUES - NEED FOR TRAINING CURRENT EMPLOYEES TO PREPARE FOR CAREER ADVANCEMENT

Agency	Percentage
Higher Education	82%
Medical Agencies	60%
General Agencies	64%
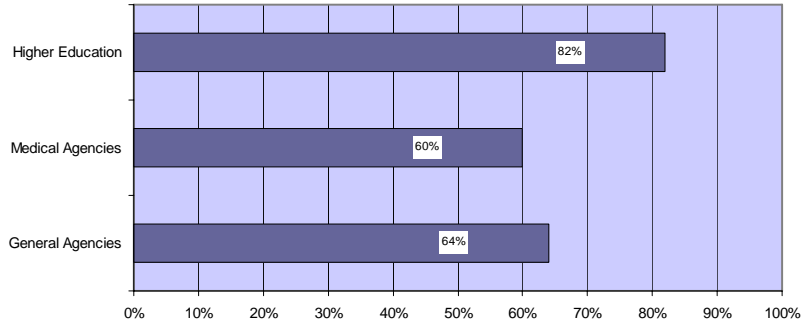
Scarcity of applicants or employees with needed skills:

IMPORTANT ISSUES - SCARCITY OF APPLICANTS OR EMPLOYEES WITH NEEDED SKILLS

| Agency	Percentage
Higher Education	75%
Medical Agencies	80%
General Agencies	54%
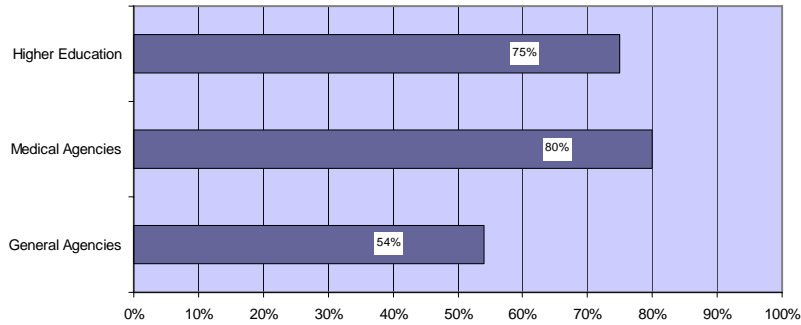
SURVEY QUESTION #3: COMPONENTS OF WORKFORCE PLANNING CURRENTLY BEING DONE

There was a lot of variation in this area but the most frequent responses are summarized below.

**Identified key positions likely to be vacated within the next five years:**

COMPONENTS OF WORKFORCE PLANNING CURRENTLY BEING DONE - AGENCIES THAT HAVE IDENTIFIED KEY
POSITIONS LIKELY TO BE VACATED WITHIN THE NEXT 5 YEARS
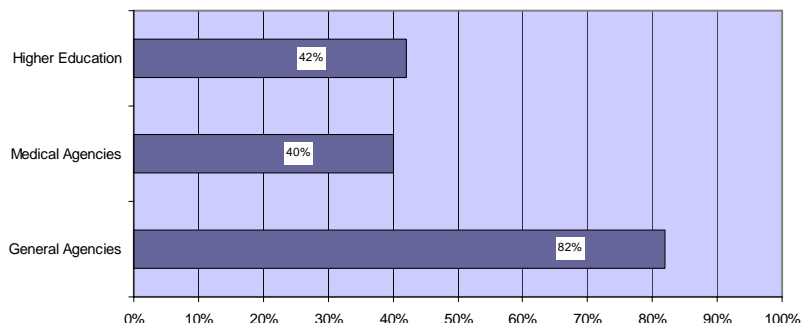
It is interesting to note the comparatively low percentages of medical and college and university respondents who have done this vital step.

Implemented training for employees to provide them with appropriate knowledge and skills:

COMPONENTS OF WORKFORCE PLANNING CURRENTLY BEING DONE - AGENCIES THAT HAVE IMPLEMENTED TRAINING
FOR EMPLOYEES TO PROVIDE APPROPRIATE KNOWLEDGE & SKILLS
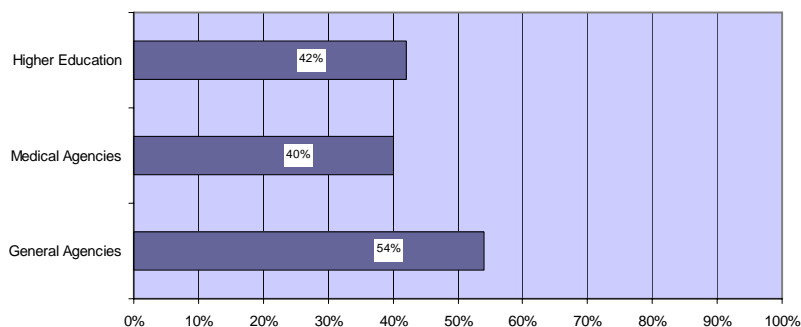
60% of Medical respondents indicated they had evaluated the potential impact of technology changes, possible reorganizations, budget, etc., on the workforce

SURVEY QUESTION #4: IMPACT OF RETIREMENTS

The survey asked how serious the potential impact of retirements within the next five years will be.   Remember it was cited as an important issue by most agencies (see prior section on "Important Workforce Planning Issues"). Overall, agencies split evenly on this issue with 41% considering it to be serious to very serious and 41% saying it would have little impact or that they could fill most expected vacancies with little or no trouble. Significantly, 18% of agencies indicated they have not determined the impact of potential retirements. The impact of retirements seems to vary significantly by agency.   The breakdown by agency category on this issue is as follows:

General agencies: 46% cited it as either serious with some key, hard-to-fill positions at risk (23%) or very serious with many key, hard-to-fill positions at risk (23%). But the most frequently chosen response (36%) cited it as "of some concern but we should be able to fill most key positions with little trouble."

Medical: 60% cited it as serious with some key, hard-to-fill positions at risk

Colleges and Universities: 50% cited it as "of some concern but we should be able to fill most key positions with little trouble."   33% indicated that they did not know because they had not determined the potential impact.

> **Recommendation:** Program Assistance Division Policy Consultants should work with their agencies on an individual basis to determine the extent to which retirements are impacting them and provide any help they need from us in identifying the affected positions and what actions to take to address the problem.
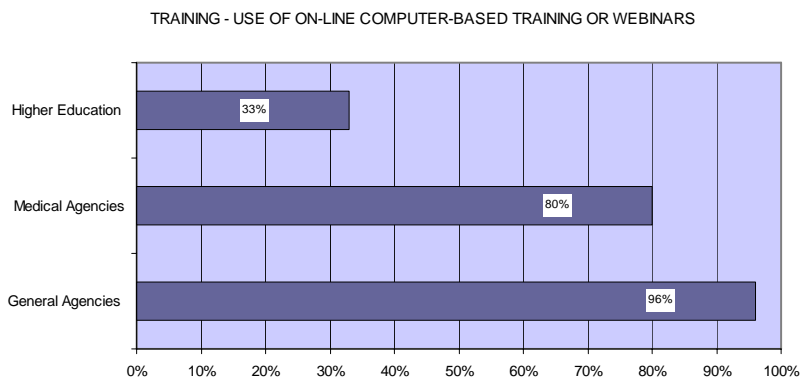
SURVEY QUESTION #5: IMPACT OF NON-RETIREMENT TURNOVER

On this issue the General Agencies, Medical and Colleges and Universities all had roughly equal percentages spread over three choices. In each case about 50% considered non-retirement turnover either would have little or no effect or that they could fill most positions with little trouble. The rest were divided between considering it a somewhat serious problem and not having determined the extent of the problem. Few considered it very serious.
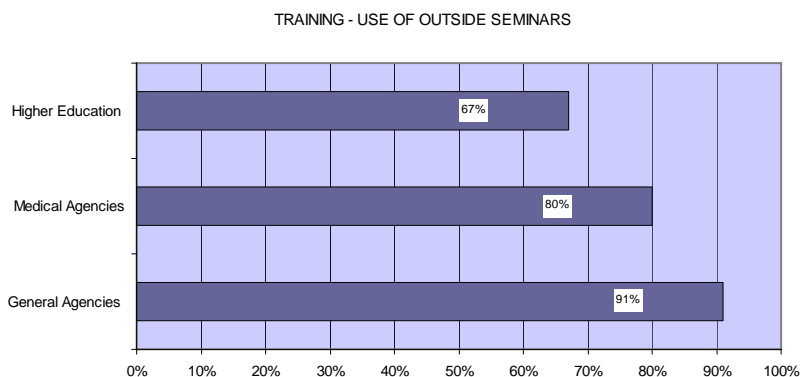
SURVEY QUESTION #6: TRAINING

The survey asked what types of training were used to develop employees. Virtually all agencies with classified employees indicated that mandatory supervisory training through CPTP was being done. In addition the most frequently cited types of training being used are:

On-line computer based training or webinars:

TRAINING - USE OF ON-LINE COMPUTER-BASED TRAINING OR WEBINARS

Agency	Percentage
Higher Education	33%
Medical Agencies	80%
General Agencies	96%

Sending employees to outside seminars:

TRAINING - USE OF OUTSIDE SEMINARS

Agency	Percentage
Higher Education	67%
Medical Agencies	80%
General Agencies	91%

Formal classroom training using agency trainers:

TRAINING - USE OF FORMAL CLASSROOM TRAINING
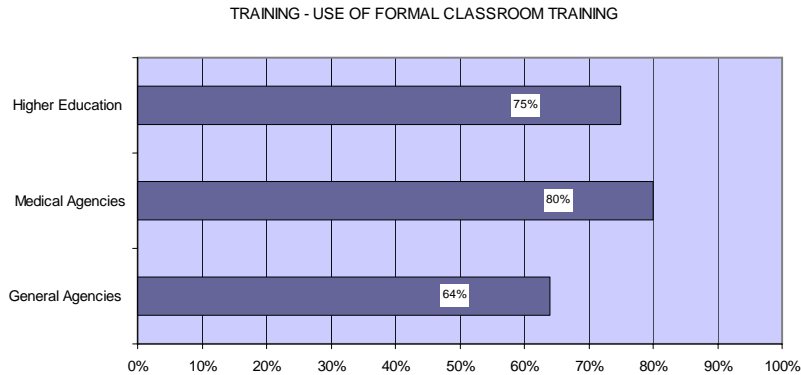
The use of other types of training varied. Although the majority of agencies did not use these, a significant percentage (30-40%) of all respondents cited creation of individual development plans, rotating employees through various assignments to learn different areas, and mentoring by a more experienced employee as types of training used.

Recommendation: The Program Assistance and Training and Workforce Development Divisions should work with agencies to enable them to use these training tools that are not so widely used now when appropriate. The tools they may need help with are mentoring programs, job rotation and job shadowing, and creation of individual development plans.

SURVEY QUESTIONS #7, 8 and 14: RECRUITMENT
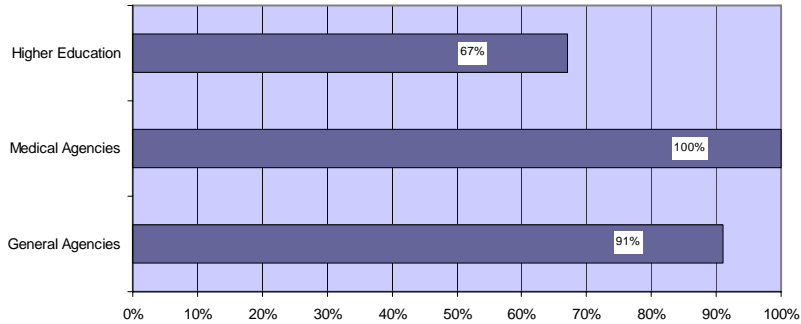
Recruiting Tools Used (Question 7)
There was a lot of consistency among agencies on recruiting tools used. This was the breakdown:

Posting vacancies on the Internet:

USE OF AVAILABLE RECRUITING TOOLS - POSTING VACANCIES ON THE INTERNET
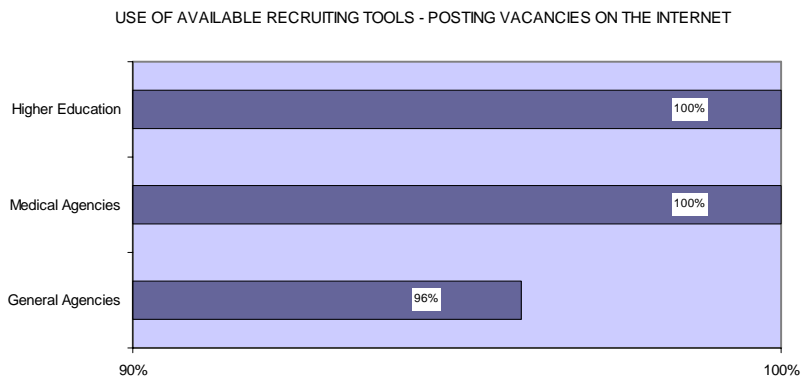
Paying above minimum upon hire, using Special Entry Rates of pay, Pay for extraordinary qualifications, credentials, etc:

USE OF AVAILABLE RECRUITING TOOLS - PAY ABOVE MINUMUM, SPECIAL ENTRY RATES, PAY FOR EXTRAORDINARY
QUALIFICATIONS/CREDENTIALS

Higher Education	67%
Medical Agencies	100%
General Agencies	91%

Career   or   job   fairs:

USE OF AVAILABLE RECRUITING TOOLS - PARTICIPATION IN CAREER OR JOB FAIRS

|	
Higher Education	50%
Medical Agencies	80%
General Agencies	73%
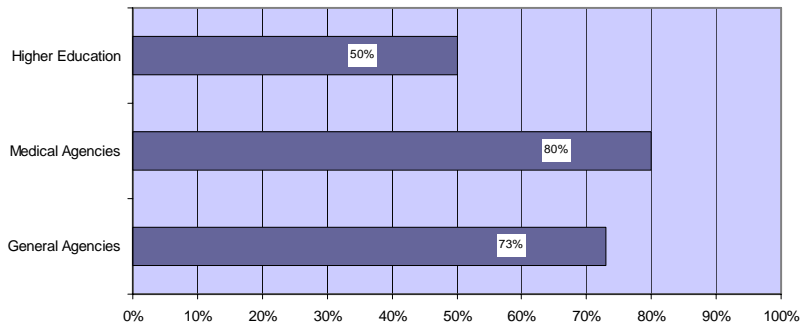
Note: 60% of colleges and universities also cited targeted on-site visits to campuses as a recruiting tool used. About 25% of general agency and college and university respondents checked "other" on this item. The most frequent write-in response was that advertisements in newspapers or professional journals are used as a recruiting tool.

Assessment of Employee or Applicant Competencies (Question 8)
The survey asked agencies to indicate assessments they use in addition to required Civil Service assessments. Here is the breakdown of the most common responses:

Review of application forms or resumes:

REVIEW OF APPLICATION FORMS or RESUMES

Higher Education	100%
Medical Agencies	100%
General Agencies	100%
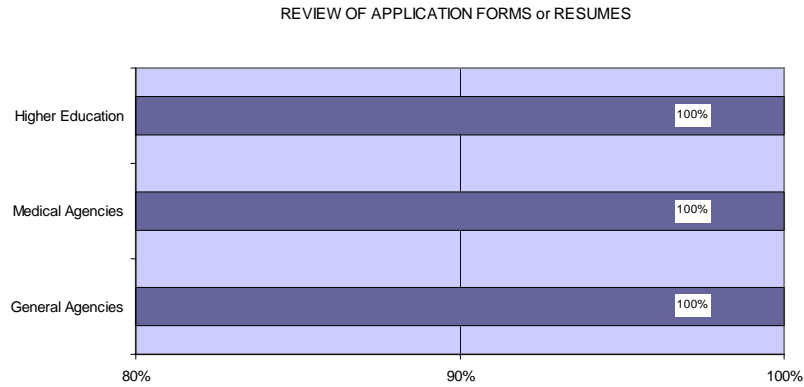
Review of PPR's:

USE OF ASSESSMENTS OF APPLICANTS/EMPLOYEES - REVIEW OF PERFORMANCE EVALUATIONS (PPRs)

Higher Education	75%
Medical Agencies	100%
General Agencies	82%
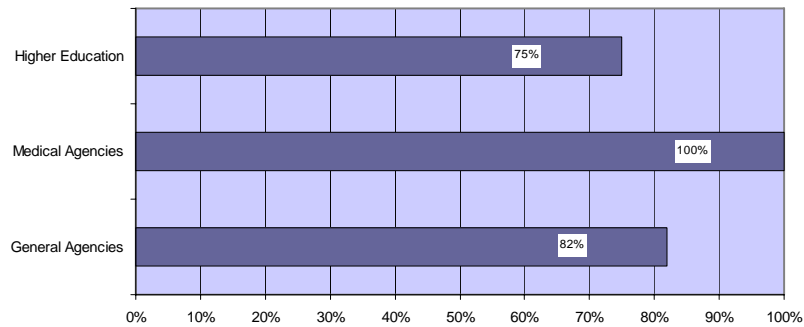
Structured Oral Interview (all applicants for a position are asked the same set of standardized questions):

USE OF ASSESSMENTS OF APPLICANTS/EMPLOYEES - STRUCTURED ORAL INTERVIEWS

Higher Education	58%
Medical Agencies	100%
General Agencies	96%
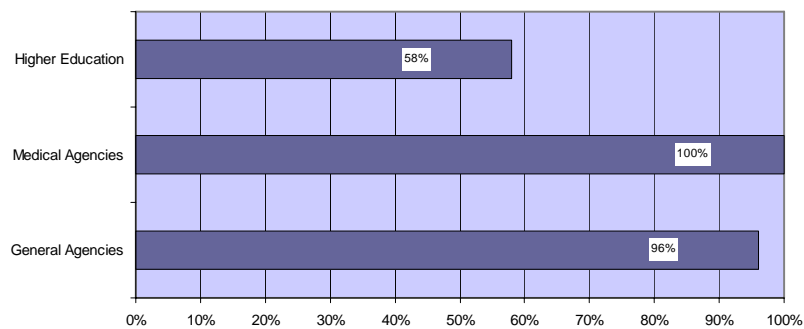
Review of training record/formal education:

USE OF ASSESSMENTS OF APPLICANTS/EMPLOYEES - REVIEW OF TRAINING AND FORMAL EDUCATION
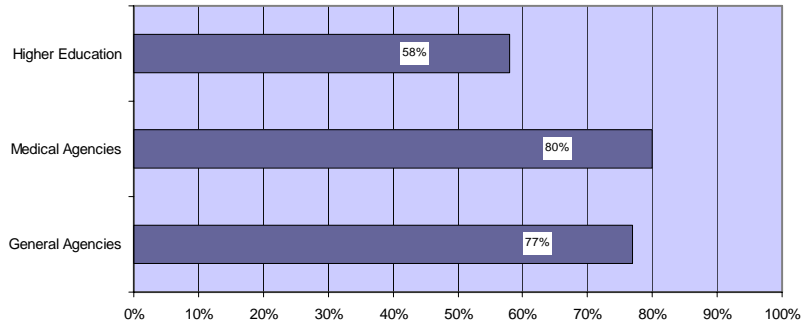
Jobs Most Difficult to Fill (Question 14):

As might be expected this varied a lot by agency category. Below is a summary.

General Agencies Hard-To-Fill Jobs:

GENERAL AGENCIES - MOST DIFFICULT JOBS TO FILL

Medical Hard-To-Fill Jobs:

MEDICAL AGENCIES - MOST DIFFICULT JOBS TO FILL

Colleges and Universities Hard-To-Fill Jobs:

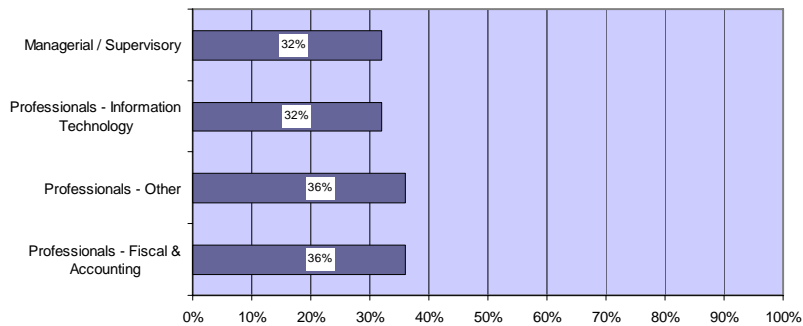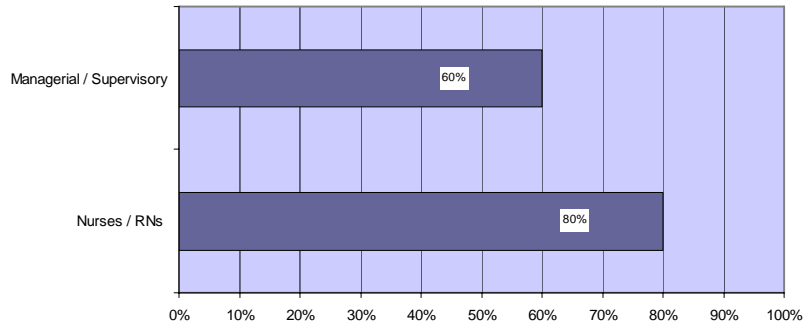HIGHER EDUCATION - MOST DIFFICULT JOBS TO FILL
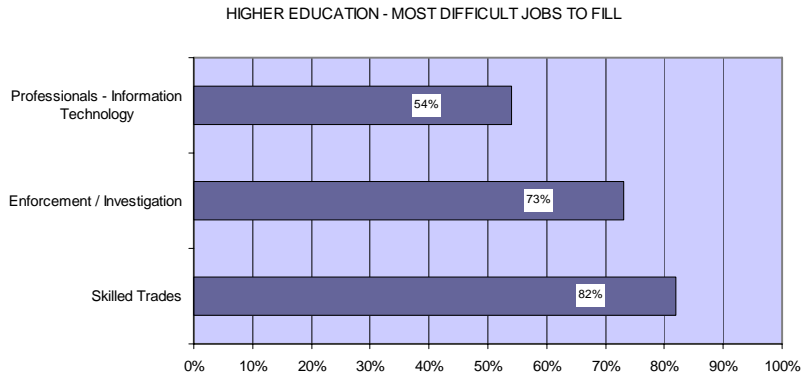
From this data we can conclude that the hard-to-fill positions are very individualized by agency.

Recommendation: Staffing Division should work with individual agencies to assist them with recruiting in any ways we can. This should be done in their role as Assistance Team members keeping the appropriate Program Assistance Policy Consultant fully informed and participating as needed.

SURVEY QUESTIONS #10 and 11: RETENTION AND WORK ENVIRONMENT

The survey assessed two types of retention issues. What tools are agencies using to retain employees and what tools are they using to improve the work environment (work/life balance)?

Tools used to retain employees (survey question # 10)

Pay for extraordinary qualifications or credentials:

RETENTION & WORK ENVIRONMENT - USE OF PAY FOR EXTRAORDINARY QUALIFICATIONS / CREDENTIALS

Special optional pay under rule 6.16 and 6.16.2:
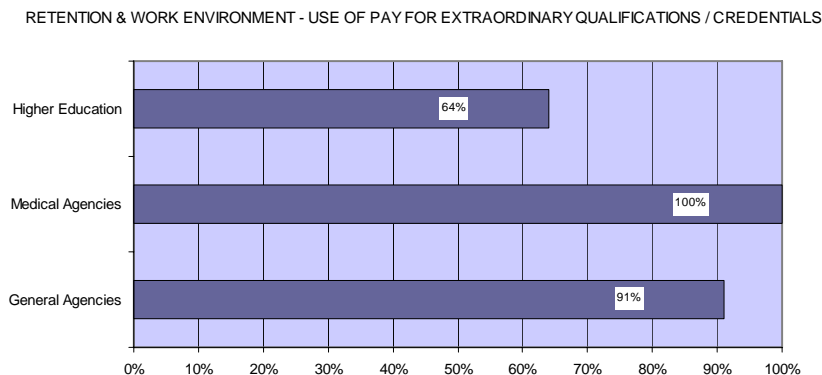
RETENTION & WORK ENVIRONMENT - USE OF PAY OPTIONAL PAY (Rules 6.16 and 6.16.2)

Exit Interviews:
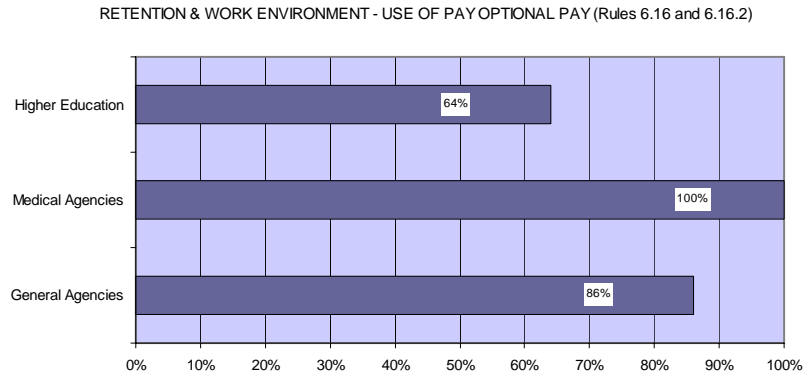
RETENTION & WORK ENVIRONMENT - USE OF EXIT INTERVIEWS
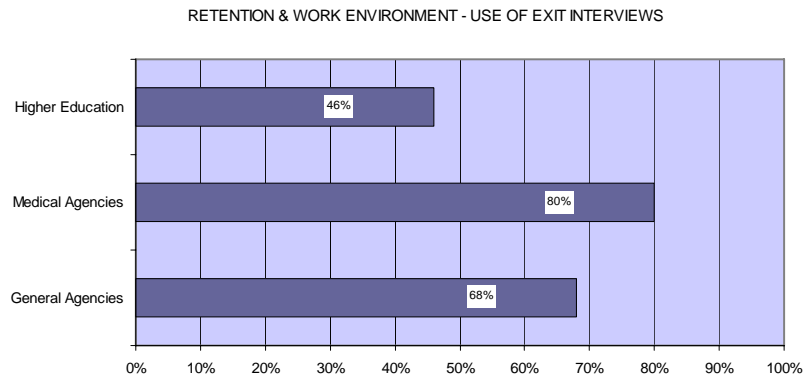
Rewards and Recognition program/policy:

RETENTION & WORK ENVIRONMENT - USE OF REWARDS & RECOGNITION

Special Retention Rates:

RETENTION & WORK ENVIRONMENT - USE OF SPECIAL RETENTION RATES

- Higher Education 36%
- Medical Agencies 77%
- General Agencies 54%
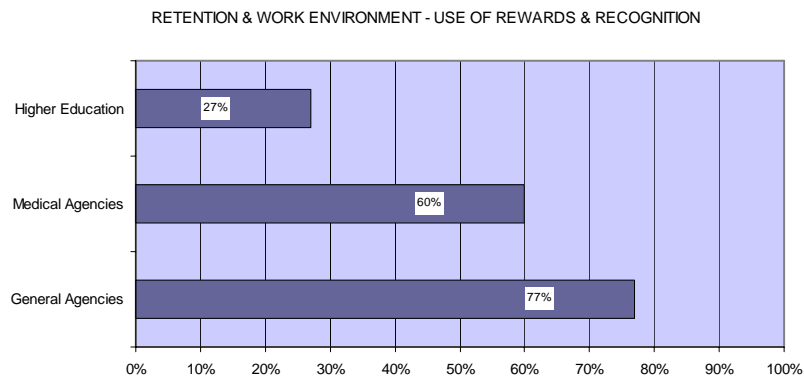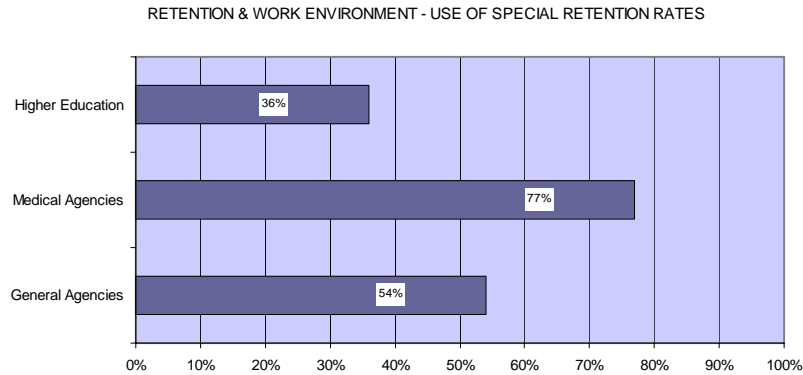
Recommendation: It is noteworthy that Colleges and Universities are making comparatively lower use of Special Retention Rates and Rewards and Recognition policies. This might be an area where some Program Assistance could be done.

Tools Used to Improve the Work Environment (Question 11)

Educational Leave:

RETENTION & WORK ENVIRONMENT - USE OF EDUCATIONAL LEAVE

- Higher Education 64%
- Medical Agencies 80%
- General Agencies 82%

Flextime:

RETENTION & WORK ENVIRONMENT - USE OF FLEXTIME

- Higher Education 36%
- Medical Agencies 60%
- General Agencies 77%
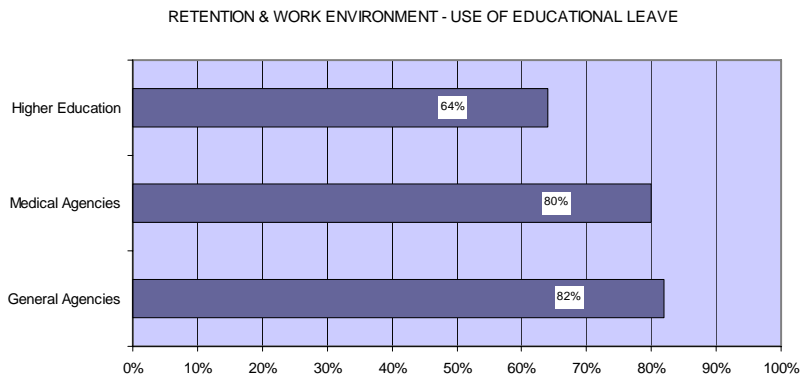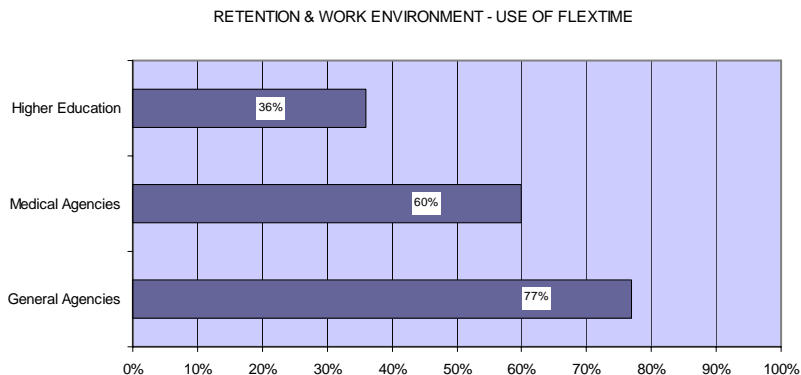
Recommendation: In addition to these tools to improve the work environment, about 40% of all respondents indicated they were using surveys of current employees to determine their level of job satisfaction. This is an area the Department might want to explore. First, to find out for the agencies that are doing these surveys, exactly what is being done? Are they formal surveys? Informal? How much structure do they have and what is done with the data? Additionally, we might want to look at doing such surveys or providing training or assistance in this area since, among other things, it is an area considered important in the Government Performance Project.

SURVEY QUESTION #17: GREATEST CHALLENGES IN RECRUITMENT AND RETENTION

There was a lot of agreement on the top challenges in recruiting and retaining employees. The most common responses were:

Insufficient base pay:

RECRUITMENT & RETENTION CHALLENGES - INSUFFICIENT BASE PAY

High turnover due to job conditions (shift work, travel, overtime, etc.):
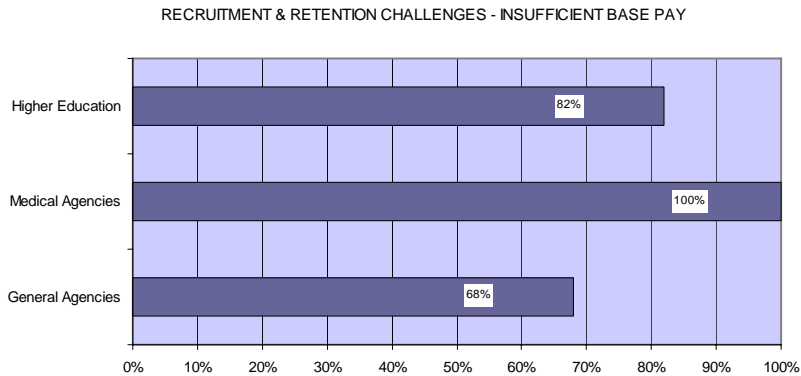
RECRUITMENT & RETENTION CHALLENGES - HIGH TURNOVER DUE TO JOB CONDITIONS (shift work, travel, overtime, etc)

Shortage of qualified employees:

RECRUITMENT & RETENTION CHALLENGES - SHORTAGE OF QUALIFIED EMPLOYEES

Category	Value
Higher Education (Local)	73%
Medical Agencies (Statewide)	60%
General Agencies (Statewide)	54%
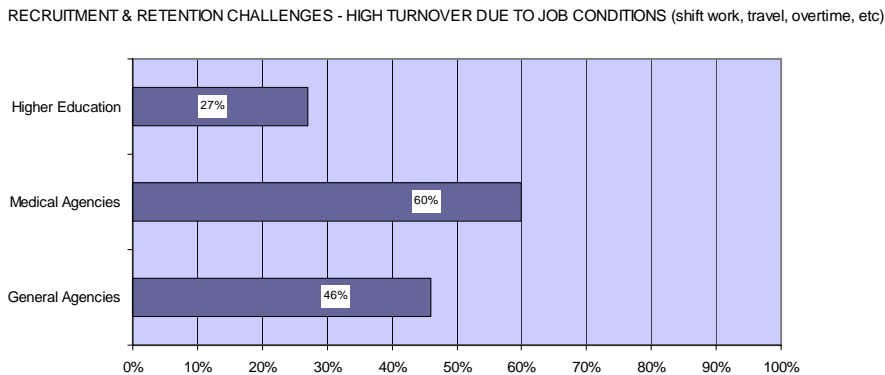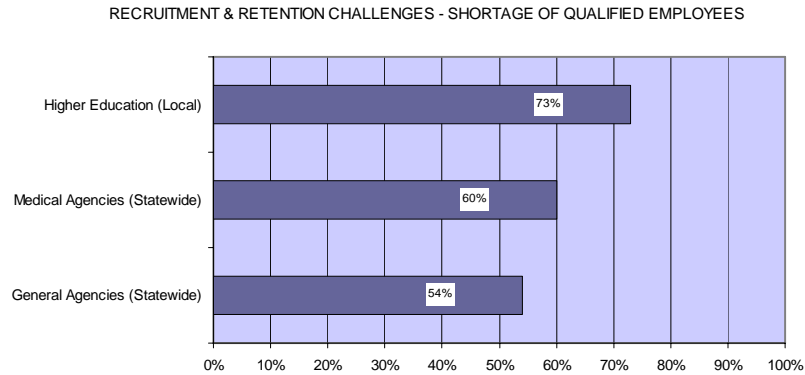
SURVEY QUESTION #13: PRESERVING INSTITUTIONAL KNOWLEDGE

With regard to actions being taken to preserve institutional knowledge there was much agreement. The most common responses were:

Using job aids such as written regulations, policy manuals, guidelines and handbooks:

PRESERVING INSTITUTIONAL KNOWLEDGE - USE OF JOB AIDS SUCH AS WRITTEN REGULATIONS, POLICY MANUALS, GUIDELINES & HANDBOOKS

Category	Value
Higher Education	82%
Medical Agencies	100%
General Agencies	86%

Documenting work processes/flowcharting:

PRESERVING INSTITUTIONAL KNOWLEDGE - DOCUMENTING WORK PROCESSES / FLOW CHARTING

Category	Value
Higher Education	54%
Medical Agencies	80%
General Agencies	68%

Hiring back retirees:

PRESERVING INSTITUTIONAL KNOWLEDGE - REHIRING RETIREES

	Percentage
Higher Education	64%
Medical Agencies	80%
General Agencies	54%

Double Incumbencies:

PRESERVING INSTITUTIONAL KNOWLEDGE - DOUBLE INCUMBENCIES

	Percentage
Higher Education	36%
Medical Agencies	60%
General Agencies	68%

Job rotation/cross training:

PRESERVING INSTITUTIONAL KNOWLEDGE - JOB ROTATION/CROSS TRAINING

	Percentage
Higher Education	36%
Medical Agencies	40%
General Agencies	59%

SURVEY QUESTION #16: VITAL WORKFORCE PLANNING DATA OR ASSISTANCE NEEDED

The survey asked the question "Is there any vital data that you need for workforce planning that you do not already have or that you need assistance obtaining?" The most frequently chosen response for General Agencies (59%) and Colleges and Universities (46%) was the "Other" category. However, a review of individual surveys reveals that most of the write-in responses were "none" or "no additional data needed," etc.

There was some agreement across the three types of agency categories as to what is needed as shown by the common responses below:

Report on retirement eligibility of employees:

WORKFORCE PLANNING DATA NEEDED - REPORT ON RETIREMENT ELIGIBILITY

Category	Percentage
Higher Education	9%
Medical Agencies	80%
General Agencies	36%

Assessment of employee skill level:

WORKFORCE PLANNING DATA NEEDED - ASSESSMENT OF EMPLOYEE SKILL LEVEL

Category	Percentage
Higher Education	27%
Medical Agencies	60%
General Agencies	41%

Assessment of training needed by employees:
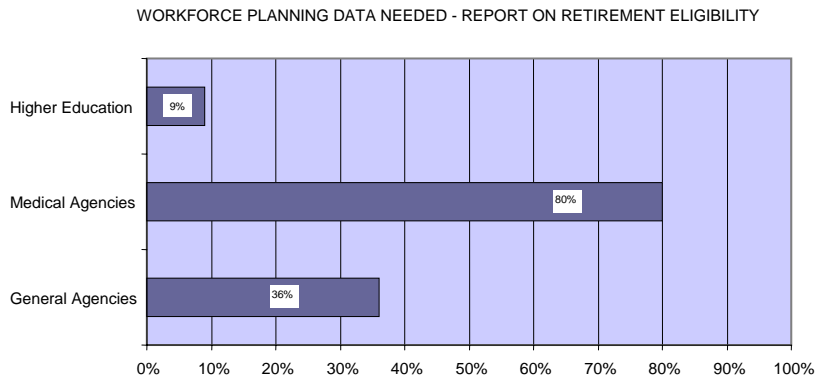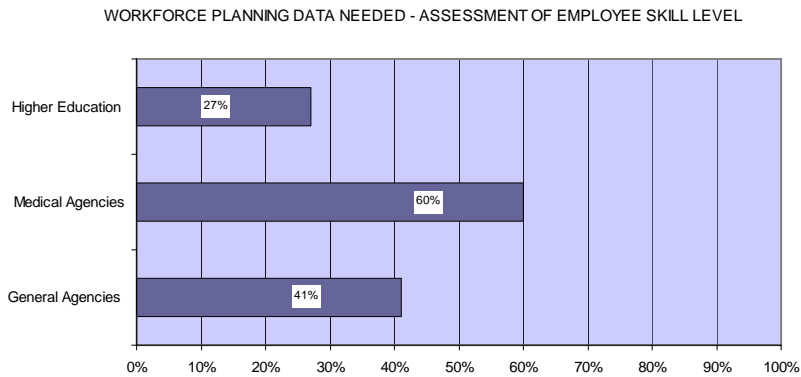
WORKFORCE PLANNING DATA NEEDED - ASSESSMENT OF TRAINING NEEDED BY EMPLOYEES
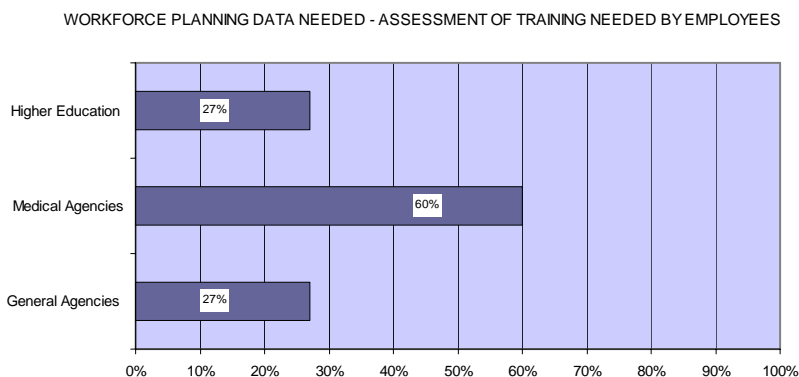
It appears that Medical agencies are most in need of basic retirement eligibility information. We provide some data on this in our agency workforce profiles.

Recommendation: Program Assistance Division coordinators should work with medical agencies to assist them with getting retirement eligibility data.

SURVEY QUESTION #18: BIGGEST STAFFING PROBLEM

This was not a multiple-choice question but an open-ended question asking "What is the biggest problem your agency will face with respect to staffing within the next five years?" For the most part, agencies repeated here the listing of jobs for which they have the most difficulty recruiting. For example, the Medical agencies and Department of Veterans Affairs (for their War Veterans Homes) cited difficulties in recruiting Registered Nurses as the biggest problem. Colleges and universities cited the difficulty in getting skilled trades employees particularly competing in the New Orleans area with all the post-Katrina work. Other frequently cited problems were:

♦ Budget constraints or cutbacks

♦ Inability to compete with private sector with salaries, bonuses or other compensation (particularly critical for medical jobs and for scientific and engineering jobs at DEQ and DOTD)

♦ Retirement of senior management or persons with key technical knowledge not easily transferred or replaced

SURVEY QUESTION #19: WORKFORCE PLANNING TRAINING DESIRED

This was also not a multiple-choice question but an open-ended question asking respondents to describe areas of workforce planning for which they would like to see more training provided. The most frequent request was for training in job profiling. The emphasis seemed to be on using job profiling for identifying competencies to create an applicant pool, employee development and leadership development.   Other areas of desired training mentioned were:

♦ Skills assessment testing for employee development and determining training needs

♦ Developing criteria and methods for selecting employees to participate in leadership development

♦ Successful recruiting and retention techniques

♦ Mentoring

APPENDIX A

Civil Service 2006 Workforce Planning Survey

Print Format Version

NOTE: The appearance of the print format differs from the original on-line survey but includes the text of all questions and response choices.

Civil Service Workforce Planning Survey 2006 Print Format

INTRODUCTION

The goal of workforce planning is to ensure that an employer gets the right PEOPLE, with the right SKILLS, into the right JOBS, at the right TIME.

Most agencies are already engaged in workforce analysis and planning activities. In addition to helping us assess the elements of workforce planning that are being done statewide, this short 20-item survey is designed to help you identify your efforts as well as additional elements of workforce planning that you may wish to incorporate into your current process.

DEFINITION OF WORKFORCE PLANNING:
Workforce Planning is the systematic assessment of the current and future capacity of the state government workforce. The assessment should include both external factors (such as the availability of skills in the labor market) and internal factors (such as the age and competencies of the state workforce). A workforce analysis is used to assess how the future skill needs of an employer will be met.

PLEASE COMPLETE THE SURVEY BY October 20, 2006.

Please complete this survey online; there is no need to print the survey to fill out by hand. Questions that are optional are marked "OPTIONAL". When you are finished, simply click "DONE", and the survey will be automatically sent back to us.

If you get interrupted or have to stop in the middle of doing the survey, you may exit the the survey by clicking on "Exit This Survey" in the top right hand corner. All items you have answered to that point will be saved. To return to the survey, click again on the link in your e-mail; you will be returned to the point where you left off when the interruption occurred.

If you have questions about the survey, contact:
Max Reichert, Workforce Planning Assistant Division Administrator
Department of Civil Service
phone:225-342-8541
email max.reichert@la.gov

REMEMBER: If you need to exit the survey before you have finished, you may click on "Exit this survey" in the upper right-hand corner. This will save your responses, and when you open the survey again, you will automatically be brought back to the place where you need to begin again to finish the survey.

1. Contact Information: Please enter the following items of information to identify the person completing this questionnaire: Name, Job title, Agency, Phone number, e-mail address.

2. Which of the following are important workforce planning issues for your agency? Please check all that apply.

	Large number of retirements expected in key positions within the next five years
	Loss of institutional memory and/or vital specialized knowledge due to expected retirements
	A lot of turnover in key positions for reasons other than retirements
	Changes in job skills and requirements that will make some current jobs and/or skill sets obsolete
	Scarcity of applicants or employees with needed skills
	Need for training for current employees to prepare them for career advancement within the agency
	Changes in technology that will change key job requirements
	Other (please specify)

3. Specifically, which of the following components of workforce planning has your agency done? Please check all that apply.

	Identified key positions likely to be vacated within the next five years
	Identified the critical knowledge, skills and abilities needed for key positions
	Implemented a process to identify/develop a pool of potential replacements for key positions
	Evaluated the potential impact of technology changes, possible reorganizations, budget, etc., on the workforce
	Implemented training for employees to provide them with appropriate knowledge and skills
	Implemented processes to preserve institutional memory
	Implemented processes to transfer vital knowledge from experienced employees to new employees before it is lost
	Other (please specify)

4. How serious is the potential impact of retirements in your agency within the next five years?

	Very serious, many key, hard-to-fill positions are at risk
	Serious, some key, hard-to-fill positions are at risk
	Of some concern, but we should be able to fill most key positions with little trouble
	Predicted retirements will have little effect on key positions in our agency
	Don't know; we have not determined the potential impact

5. How serious is the potential impact of estimated non-retirement turnover within your agency?

	Very serious, many key, hard-to-fill positions are at risk
	Serious, some key, hard-to-fill positions are at risk
	Of some concern, but we should be able to fill most key positions with little trouble
	Estimated non-retirement turnover will have little effect on key positions in our agency
	Don't know; we have not estimated the potential impact

6. What types of training does your agency use to train employees within the agency for possible career development? Please check all that apply.

	Participation in Mandatory Supervisory Training through CPTP
	Creation of individual development plans for employees or groups of employees targeting development toward specific career goals
	Formal classroom training using agency trainers
	Sending employees to outside seminars
	On-line or computer based training or webinars
	Rotating employees through various assignments in equivalent positions so they learn different areas
	Rotating employees in and out of a higher-level position (through detail) to determine their ability and interest
	Mentoring by a more experienced employee
	"Shadowing" a more experienced employee to observe how that employee does his or her job and asking questions
	Other (please specify)

7. Which of the following recruiting tools does your agency use? Please check all that apply.

	Posting vacancies on the internet
	Career or job fairs
	Targeted on-site visits to campuses
	Videos showing job activities and incumbent testimonials
	Mailing or distributing printed brochures
	Paying above minimum of range to start using Special Entrance Rates (SER's), pay for extraordinary qualifications / credentials, etc.
	Other (please specify)

8. Besides required Civil Service assessments, which of the following tools does your agency use to assess the competencies of employees or applicants? Please check all that apply.

	Structured Oral Interviews (all applicants for a position are asked the same set of standardized questions)
	Review of application forms or resumes
	In-house written tests
	Review of performance appraisals (PPR's)
	Review of training record / formal education
	Demonstration or performance test (applicant performs some aspect of the job in a mock-up of the actual work situation such as making a presentation to a group or preparing a report using Excel Spreadsheets)
	Other (please specify)

9. OPTIONAL: If your agency would like assistance or training on the effective use of recruiting and hiring tools, please list the agency, agency contact name, phone number and e-mail address below. Please list each item of information separated by a comma from the next item, in the following format: Agency, Contact Name, 222-333-4444, email address.

10. Which of the following tools does your agency use to help retain employees? Please check all that apply.

	Special Retention Rates (SRR's)-Rule 6.5b
	Special or optional pay under rule 6.16 and 6.16.2
	Pay for extraordinary qualifications or credentials
	Rewards and Recognition Policy/Program
	Dual Career Ladder policies for eligible jobs
	Exit Interviews
	Analysis of reasons for turnover
	None of the above
	Other (please specify)

11. Which of the following tools does your agency use to improve the work environment for employees? Please check all that apply.

	Flextime
	Educational leave
	Stipend programs
	Job sharing
	Working at home / telecommuting
	Surveys of current employees to determine their level of job satisfaction
	None of the above
	Other (please specify)

12. OPTIONAL: If your agency would like assistance developing policies for the effective use of retention tools, please list the agency, agency contact name, phone number and e-mail address below. Please list each item of information separated by a comma from the next item, in the following format: Agency, Contact Name, 222-333-4444, email address.

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13. Which of the following actions is your agency taking to preserve institutional knowledge? Please check all that apply.

	Creating precedent files
	Using job aids such as written regulations, policy manuals, guidelines and handbooks
	Establishing an automated data base of critical knowledge
	Documenting work processes / flowcharting
	Hiring back retirees
	Double incumbencies
	Job rotation / cross-training
	Mentoring or job shadowing
	Other (please specify)

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14. Please indicate the categories which include the jobs that are the most difficult for your agency to fill? Please check at least one, and you may check all that apply.

	1. Executive Level Jobs
	2. Managerial / Supervisory Level Jobs
	3. Fiscal / Accounting Professionals
	4. Information Technology Professionals
	5. Scientific Professionals
	6. Engineering Professionals
	7. Professionals - Other
	8. Sub-professional support (Accounting Tech, Engineering Tech, etc)
	9. Social Services
	10. Skilled Trades
	11. Institutional / Custodial
	12. Physicians
	13. Nurses / LPN
	14. Nurses / RN
	15. Mental Health Professionals
	16. Medical - Other
	17. Correctional Officers
	18. Enforcement / Investigation
	19. Fire Fighting
	20. Other (please specify)

15. OPTIONAL: If you have difficulty filling any positions, then please list up to five specific job titles or job series that you have the most difficulty filling. Please include your agency name at the end of each line.	
Job or Series / Agency Name	
Job or Series / Agency Name	
Job or Series / Agency Name	
Job or Series / Agency Name	
Job or Series / Agency Name	

16. Is there any vital data that you need for workforce planning that you do not already have or that you need assistance obtaining? Please check all that apply.

	Report of training completed by employees
	Report on retirement eligibility of employees
	Report on age of employees
	Turnover Rate
	Assessment of training needed by employees
	Assessment of employee Skill Level
	Supervisory assessments of employees
	Other (please specify)

17. What are the challenges you face in recruiting and retaining employees? Please check all that apply.

	Insufficient base pay; some relief is seen when other pay mechanisms are used
	Insufficient base pay; additional pay mechanisms do not help
	Minimum Qualification requirements are too stringent
	Shortage of qualified employees STATEWIDE, or
	Shortage of qualified employees, LOCAL
	High turnover due to job conditions (shift work, travel, overtime, etc).
	Inadequate benefits package
	Other or Additional Explanatory Information

18. OPTIONAL: Looking ahead, what is the biggest problem your agency will face with respect to staffing during the next five years? Enter your answer in the box below.

19. OPTIONAL: Please use the text box below to describe areas of workforce planning for which you would like to see more training provided.

20. OPTIONAL: Please make any comments or ask any questions you wish to about workforce planning or this survey by using the text box below.

APPENDIX B

List of Agencies Surveyed

WORKFORCE PLANNING SURVEY RESPONDENTS

GENERAL AGENCY SURVEY

Responded – 22
Department of Agriculture & Forestry
Department of State Civil Service
Department of Corrections
Department of Culture, Recreation & Tourism
Department of Environmental Quality
Department of Social Services – Office of Community Services
Department of Social Services – Louisiana Rehabilitation Services
Department of Transportation & Development
Department of Economic Development
Department of Education
Department of Labor
Department of Natural Resources
Department of Public Safety
Department of Revenue
Department of State
Department of the Treasury
Department of Veterans Affairs
Department of Wildlife & Fisheries
Office of Youth Development
Office of Elderly Affairs
Louisiana Housing Finance Agency
Office of Homeland Security & Emergency Preparedness

Did Not Respond – 8
Division of Administration
Department of Insurance
Department of Justice [*]
Military Department
Department of Social Services – Office of Family Support
Public Service Commission
Office of Group Benefits
Municipal Fire & Police Civil Service

[*] This submittal contained only the identifying name and agency and one response. We deleted it since we felt it might unduly throw off the percentages.

MEDICAL SURVEY

<u>Responded – 5</u>
Louisiana State University Health Care Services Division
Louisiana State University Health Sciences Center – Shreveport
Department of Health & Hospitals – Office of Management & Finance
Department of Health & Hospitals – Office of Mental Health
Department of Health & Hospitals – Office for Citizens with Developmental Disabilities

<u>Did Not Respond – 2</u>
Louisiana State University Health Sciences Center – New Orleans
Department of Health & Hospitals – Office of Public Health

COLLEGES & UNIVERSITIES SURVEY

<u>Responded – 12</u>
Louisiana State University – Baton Rouge
Louisiana State University Agricultural Center
Grambling State University
McNeese State University
Nicholls State University
Northwestern State University
Southeastern State University
Southern University - New Orleans
University of New Orleans
University of Louisiana at Lafayette
University of Louisiana at Monroe
Louisiana Tech University

<u>Did Not Respond – 1</u>
Southern University - Baton Rouge

APPENDIX C

General Agency Summary

Survey Summary for General Agencies

(22 agencies responding)

Questions from the survey are in bold type. Listed below each question are either the top three choices or all choices picked by more than half the respondents along with the corresponding percentages of persons choosing that item.

Which of the following are important workforce planning issues for your agency?

WHICH OF THE FOLLOWING ARE IMPORTANT WORKFORCE PLANNING ISSUES FOR YOUR AGENCY?

Specifically, which of the following components of workforce planning has your agency done?
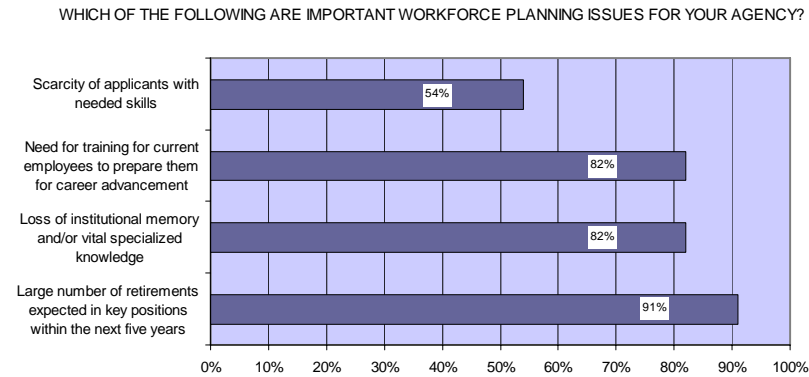
WHICH COMPONENTS OF WORKFORCE PLANNING HAS YOUR AGENCY DONE?

How serious is the potential impact of retirements in your agency within the next five years?

HOW SERIOUS IS THE POTENTIAL IMPACT OF RETIREMENTS IN YOUR AGENCY WITHIN THE NEXT FIVE YEARS?

How serious is the potential impact of estimated non-retirement turnover within your agency?

HOW SERIOUS IS THE POTENTIAL IMPACT OF ESTIMATED NON-RETIREMENT TURNOVER WITHIN YOUR AGENCY?

What types of training does your agency use to train employees within the agency for possible career development?

WHAT TYPES OF TRAINING DOES YOUR AGENCY USE TO TRAIN EMPLOYEES WITHIN THE AGENCY FOR POSSIBLE CAREER DEVELOPMENT?

Category	Value
Formal classroom training using agency trainers	64%
Sending employees to outside seminars	91%
On-line CBT or webinars	96%
Participation in mandatory supervisory training	96%

Which of the following recruiting tools does your agency use?

WHICH OF THE FOLLOWING RECRUITING TOOLS DOES YOUR AGENCY USE?

Category	Value
Career or job fairs	73%
Paying above minimum of pay range upon hire (SER's, pay for extraordinary quals, etc)	91%
Posting vacancies on the Internet	96%

Besides required Civil Service assessments, which of the following tools does your agency use to assess the competencies of employees or applicants?

WHICH TOOLS DOES YOUR AGENCY USE TO ASSESS COMPETENCIES OF EMPLOYEES OR APPLICANTS?

Category	Value
Review of training record/formal education	77%
Review of Performance Appraisal documents (PPRs)	82%
Structured oral interviews	96%
Review of application forms or resumes	100%

Which of the following tools does your agency use to help retain employees?

WHICH OF THE FOLLOWING DOES YOUR AGENCY USE TO HELP RETAIN EMPLOYEES?

Category	Value
Special retention rates (Rule 6.5b)	54%
Analysis of reasons for turnover	59%
Exit Interviews	68%
Reward & Recognition policy/program	77%
Special optional pay under rule 6.16 and 6.16.2	86%
Pay for extraordinatory qualifications/credentials	91%

Which of the following tools does your agency use to improve the work environment for employees?

WHICH OF THE FOLLOWING DOES YOUR AGENCY USE TO IMPROVE THE WORK ENVIRONMENT FOR EMPLOYEES?

Category	Value
Surveys of current employees to determine their level of job satisfaction	46%
Flextime	77%
Educational Leave	82%

Which of the following actions is your agency taking to preserve institutional knowledge?

WHICH OF THE FOLLOWING ACTIONS IS YOUR AGENCY TAKING TO PRESERVE INSTITUTIONAL KNOWLEDGE?

Category	Value
Hiring back retirees	54%
Job rotation / cross training	59%
Double incumbencies	68%
Documenting work processes / flowcharting	68%
Job aids such as written regulations, policy manuals, guidelines and handbooks	86%

What job categories are most difficult to fill in your agency?

WHAT JOB CATEGORIES ARE MOST DIFFICULT TO FILL IN YOUR AGENCY?

Category	%
Managerial / Supervisory level jbos	32%
Professionals / Info Technology	32%
Professionals / Other	36%
Professionals / Fiscal & Accounting	36%

Is there any vital data that you need for workforce planning that you do not already have or that you need assistance obtaining?

IS THERE ANY VITAL DATA THAT YOU NEED FOR WORKFORCE PLANNING THAT YOU DO NOT ALREADY HAVE OR THAT YOU NEED ASSISTANCE IN OBTAINING?

Category	%
Supervisory assessments of employees	32%
Report on retirement eligibility of employees	36%
Assessment of employee skill level	41%

What are the challenges you face in recruiting and retaining employees?

WHAT ARE THE CHALLENGES YOU FACE IN RECRUITING AND RETAINING EMPLOYEES?

Category	%
High turnover due to job conditions (shift work, travel, overtime, etc)	46%
Shortage of qualified employees / statewide	54%
Insufficient base pay	68%

APPENDIX D

Medical Agency Summary

Survey Summary for Medical Agencies

(5 agencies responding)

Questions from the survey are in bold type. Listed below each question are either the top three choices or all choices picked by more than half the respondents along with the corresponding percentages of persons choosing that item.

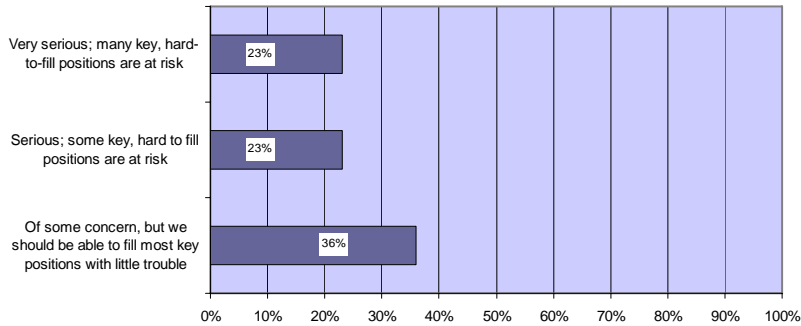**Which of the following are important workforce planning issues for your agency?**

WHICH OF THE FOLLOWING ARE IMPORTANT WORKFORCE PLANNING ISSUES FOR YOUR AGENCY?

Need for training for current employees to prepare them for career advancement within the agency	60%
Scarcity of applicants or employees with needed skills	80%
Loss of institutional memory and/or vital knowledge due to expected retirements	80%
Large number of retirements expected in key positions within the next 5 years	80%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Specifically, which of the following components of workforce planning has your agency done?

SPECIFICALLY, WHICH OF THE FOLLOWING COMPONENTS OF WORKFORCE PLANNING HAS YOUR AGENCY DONE?

Implemented training for employees to provide them with appropriate knowledge and skills	40%
Identified the critical knowledge, skills and abilities needed for key positions	40%
Identified key positions likely to be vacated within the next five years	40%
Evaluated the potential impact of technology changes, possible reorganizations, budget, etc. on the workforce	60%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

How serious is the potential impact of retirements in your agency within the next five years? (note: only one choice is listed because it is the only choice picked by more than one respondent)
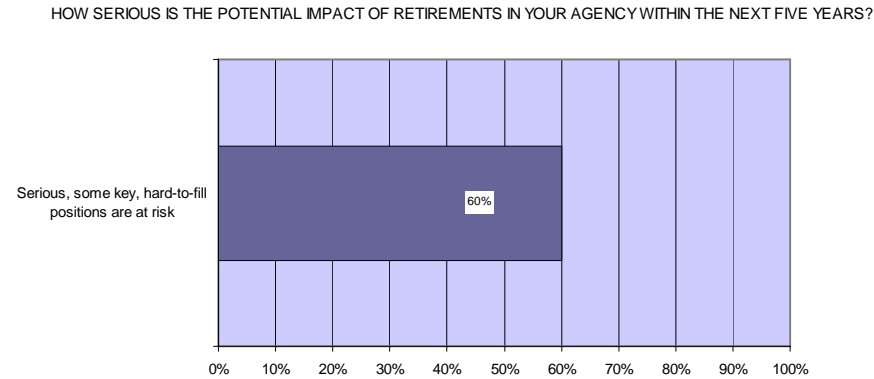
HOW SERIOUS IS THE POTENTIAL IMPACT OF RETIREMENTS IN YOUR AGENCY WITHIN THE NEXT FIVE YEARS?

How serious is the potential impact of estimated non-retirement turnover within your agency? (note: only two choices are listed because they are the only choices picked by more than one respondent)

HOW SERIOUS IS THE POTENTIAL IMPACT OF ESTIMATED NON-RETIREMENT TURNOVER WITHIN YOUR AGENCY?

What types of training does your agency use to train employees within the agency for possible career development?

WHAT TYPES OF TRAINING DOES YOUR AGENCY USE TO TRAIN EMPLOYEES WITHIN THE AGENCY FOR POSSIBLE CAREER DEVELOPMENT?

Formal classroom training using agency trainers	80%
Sending employees to outside seminars	80%
On-line computer based training or webinars	80%
Participation in mandatory supervisory training	100%

Which of the following recruiting tools does your agency use?

WHICH OF THE FOLLOWING RECRUITING TOOLS DOES YOUR AGENCY USE?

Targeted on-site visits to campuses	60%
Career or job fairs, etc	80%
Paying above minimum of pay range upon hire using SER's, pay for extraordinatory quals/credentials, etc	100%
Posting vacancies on the internet	100%

Besides required Civil Service assessments, which of the following tools does your agency use to assess the competencies of employees or applicants?

WHICH OF THE FOLLOWING DOES YOUR AGENCY USE TO ASSESS THE COMPETENCIES OF EMPLOYEES OR APPLICANTS?

Demonstration or performance test	60%
Review of training record/formal education	80%
Review of Performance Appraisal documents (PPRs)	100%
Structured oral interview	100%
Review of application forms or resumes	100%

Which of the following tools does your agency use to help retain employees?

WHICH OF THE FOLLOWING DOES YOUR AGENCY USE TO HELP RETAIN EMPLOYEES?

Category	Value
Rewards and recognition policy/program	60%
Special retention rates (Rule 6.5b)	60%
Analysis of reasons for turnover	80%
Exit Interviews	80%
Special optional pay under rule 6.16 and 6.16.2	100%
Pay for extraordinatory quals/credentials	100%

Which of the following tools does your agency use to improve the work environment for employees? (note: only two choices are listed because they are the only choices picked by more than one respondent)

WHICH OF THE FOLLOWING DOES YOUR AGENCY USE TO IMPROVE THE WORK ENVIRONMENT FOR EMPLOYEES?
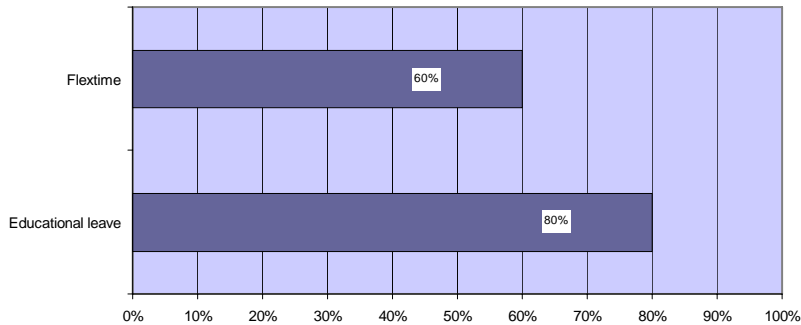
Category	Value
Flextime	60%
Educational leave	80%

Which of the following actions is your agency taking to preserve institutional knowledge?

WHICH OF THE FOLLOWING ACTIONS IS YOUR AGENCY TAKING TO PRESERVE INSTITUTIONAL KNOWLEDGE?

Category	Value
Double Incumbencies	60%
Hiring back retirees	80%
Documenting work processes/flowcharting	80%
Using job aids such as written regulations, policy manuals, guidelines and handbooks	100%

What job categories are most difficult to fill in your agency?

WHAT JOB CATEGORIES ARE MOST DIFFICULT TO FILL IN YOUR AGENCY?

Category	Percentage
Medical - Other	40%
Professionals - Mental Health	40%
Nurses/LPN	40%
Physicians	40%
Social Services	40%
Professionals - Scientific	40%
Executive level jobs	40%
Managerial/supervisory level jobs	60%
Nurses/RN	80%
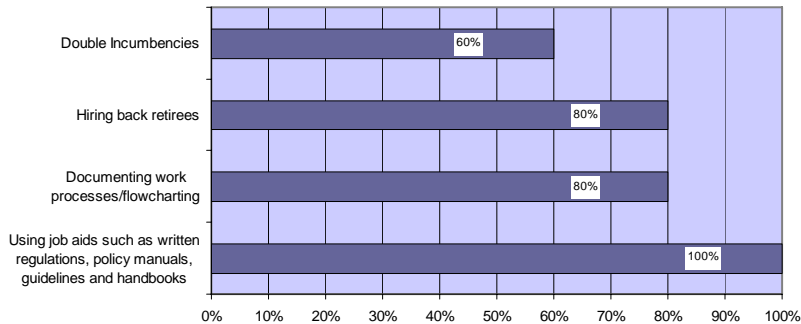
Is there any vital data that you need for workforce planning that you do not already have or that you need assistance obtaining?

IS THERE ANY OTHER VITAL DATA THAT YOU NEED FOR WORKFORCE PLANNING THAT YOU DO NOT ALREADY HAVE OR NEED ASSISTANCE OBTAINING?

Category	Percentage
Assessment of training needed by employees	60%
Assessment of employee skill level	60%
Report on retirement eligibility of employees	80%

What are the challenges you face in recruiting and retaining employees?

WHAT ARE THE CHALLENGES YOU FACE IN RECRUITING AND RETAINING EMPLOYEES?

Category	Percentage
High turnover due to job conditions (shift work, travel, overtime, etc)	60%
Shortage of qualified employees statewide	60%
Insufficient base pay	100%

APPENDIX E

Colleges and Universities Summary

(12 agencies responding)

Questions from the survey are in bold type. Listed below each question are either the top three choices or all choices picked by more than half the respondents along with the corresponding percentages of persons choosing that item.

Which of the following are important workforce planning issues for your agency?

WHICH OF THE FOLLOWING ARE IMPORTANT WORKFORCE PLANNING ISSUES FOR YOUR AGENCY?

Large number of retirements expected in key positions within the next 5 years	67%
Scarcity of applicants or employees with needed skills	75%
Need for training for current employees to prepare them for career advancement within the agency	75%
Loss of institutional memory and/or vital specialized knowledge due to expected retirements	82%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Specifically, which of the following components of workforce planning has your agency done?

WHICH OF THE FOLLOWING COMPONENTS OF WORKFORCE PLANNING HAS YOUR AGENCY DONE?

Identified the critical knowledge, skills and abilities needed for key positions	25%
Implemented training for employees to provide them with appropriate knowledge and skills	42%
Identified key positions likely to be vacated within the next five years	42%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

2

How serious is the potential impact of retirements in your agency within the next five years? (note: only two choices are listed because all other choices were selected by zero to one person each)

HOW SERIOUS IS THE POTENTIAL IMPACT OF RETIREMENTS IN YOUR AGENCY WITHIN THE NEXT FIVE YEARS?

Category	Value
Don't know; we have not determined the potential impact	33%
Of some concern, but we should be able to fill most key positions with little trouble	50%
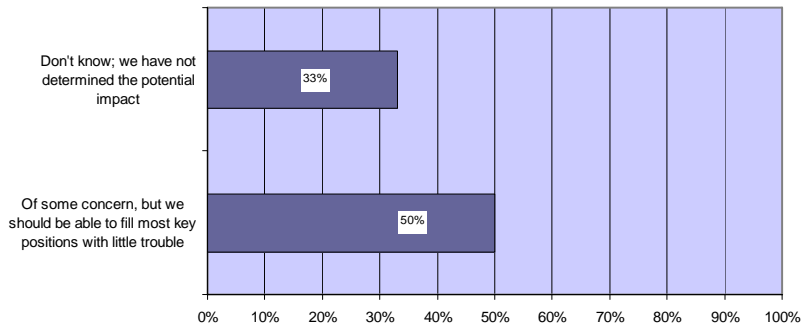
How serious is the potential impact of estimated non-retirement turnover within your agency?

HOW SERIOUS IS THE POTENTIAL IMPACT OF NON-RETIREMENT TURNOVER WITHIN YOUR AGENCY?

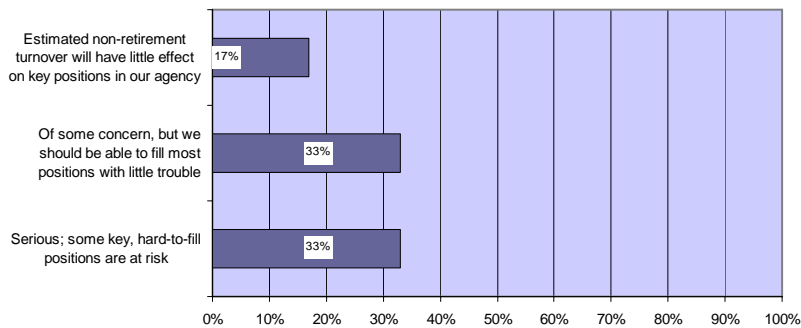| Category	Value
Estimated non-retirement turnover will have little effect on key positions in our agency	17%
Of some concern, but we should be able to fill most positions with little trouble	33%
Serious; some key, hard-to-fill positions are at risk	33%

What types of training does your agency use to train employees within the agency for possible career development?

WHAT TYPES OF TRAINING DOES YOUR AGENCY USE TO TRAIN EMPLOYEES WITHIN THE AGENCY FOR POSSIBLE CAREER DEVELOPMENT?

Category	Value
Sending employees to outside seminars	67%
formal classroom training using agency trainers	75%
Participation in mandatory supervisory training through CPTP	92%

Which of the following recruiting tools does your agency use?

WHICH OF THE FOLLOWING RECRUITING TOOLS DOES YOUR AGENCY USE?
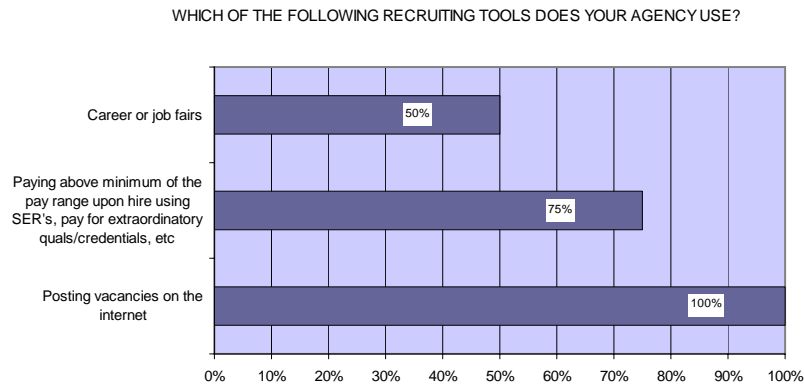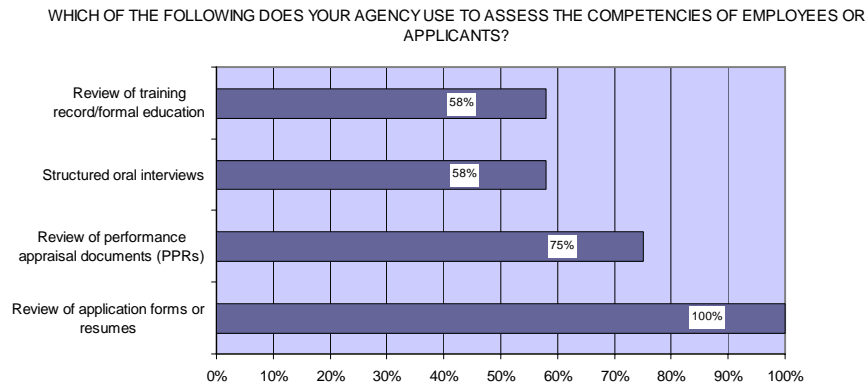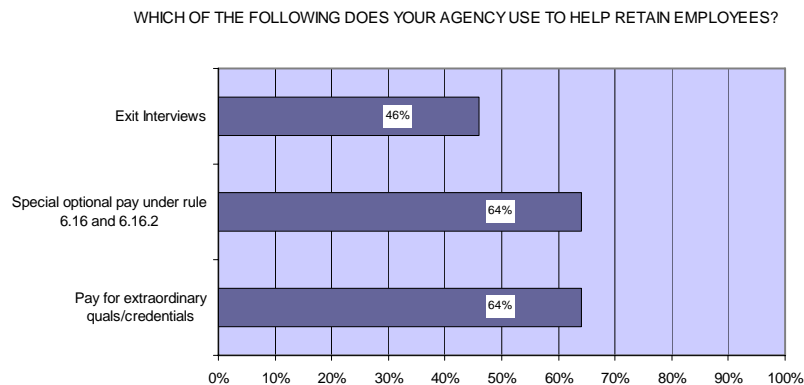
Recruiting tool	Percentage
Career or job fairs	50%
Paying above minimum of the pay range upon hire using SER's, pay for extraordinary quals/credentials, etc	75%
Posting vacancies on the internet	100%

Besides required Civil Service assessments, which of the following tools does your agency use to assess the competencies of employees or applicants?

WHICH OF THE FOLLOWING DOES YOUR AGENCY USE TO ASSESS THE COMPETENCIES OF EMPLOYEES OR APPLICANTS?

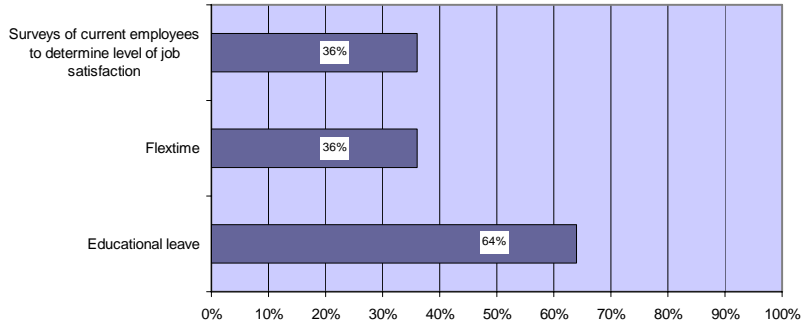| Assessment tool	Percentage
Review of training record/formal education	58%
Structured oral interviews	58%
Review of performance appraisal documents (PPRs)	75%
Review of application forms or resumes	100%

Which of the following tools does your agency use to help retain employees?

WHICH OF THE FOLLOWING DOES YOUR AGENCY USE TO HELP RETAIN EMPLOYEES?

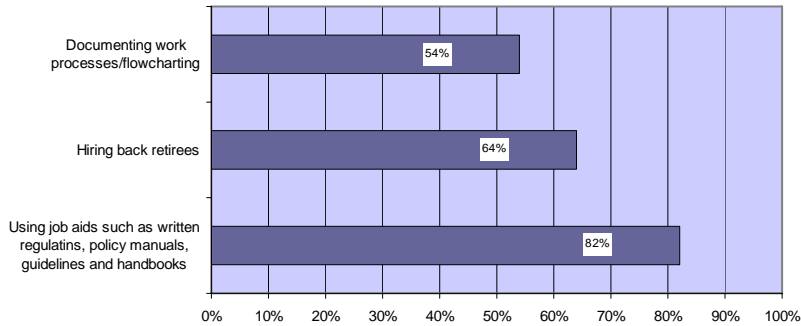| Retention tool	Percentage
Exit Interviews	46%
Special optional pay under rule 6.16 and 6.16.2	64%
Pay for extraordinary quals/credentials	64%

Which of the following tools does your agency use to improve the work environment for employees?

WHICH OF THE FOLLOWING DOES YOUR AGENCY USE TO IMPROVE THE WORK ENVIRONMENT FOR EMPLOYEES?

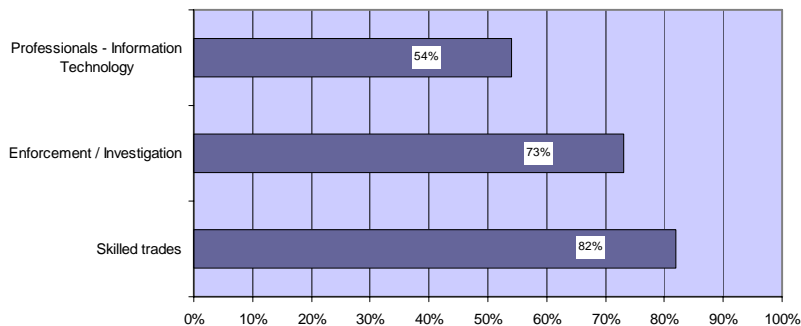| Category	Percentage
Surveys of current employees to determine level of job satisfaction	36%
Flextime	36%
Educational leave	64%

Which of the following actions is your agency taking to preserve institutional knowledge?

WHICH OF THE FOLLOWING ACTIONS IS YOUR AGENCY TAKING TO PRESERVE INSTITUTIONAL KNOWLEDGE?

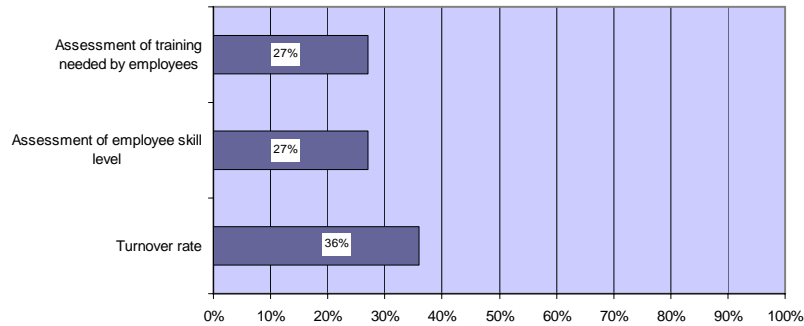| Category	Percentage
Documenting work processes/flowcharting	54%
Hiring back retirees	64%
Using job aids such as written regulatins, policy manuals, guidelines and handbooks	82%

What job categories are most difficult to fill in your agency?

WHAT JOB CATEGORIES ARE MOST DIFFICULT TO FILL IN YOUR AGENCY?

Category	Percentage
Professionals - Information Technology	54%
Enforcement / Investigation	73%
Skilled trades	82%

Is there any vital data that you need for workforce planning that you do not already have or that you need assistance obtaining?

IS THERE ANY VITAL DATA THAT YOU NEED FOR WORKFORCE PLANNING THAT YOU DO NOT ALREADY HAVE OR THAT YOU NEED ASSISTANCE OBTAINING?

Category	Value
Assessment of training needed by employees	27%
Assessment of employee skill level	27%
Turnover rate	36%

What are the challenges you face in recruiting and retaining employees?

WHAT ARE THE CHALLENGES THAT YOU FACE IN RECRUITING AND RETAINING EMPLOYEES?

Category	Value
High turnover due to job conditions (shift work, travel, overtime, etc)	27%
Shortage of qualified employees - local level	73%
Insufficient base pay	82%